

NEWS: EUROPE

Germans to step up aid to the east

By Quentin Peel in Bonn

LEADERS of west German industry agreed yesterday to step up private investment in east Germany from DM110bn (£45.2bn) last year to DM130bn in 1993, provided the trade unions agree to hold back the pace of wage equalisation between east and west.

The plans include specific commitments from German banks and the insurance industry to pump in an extra DM1bn apiece for housing and industrial loans.

The business leaders also called for sweeping changes in the system of subsidising eastern enterprises, to be tied more closely to their competitiveness and market performance. They also want a strict time limit on the subsidy programme.

The plans were put forward at a top-level meeting with Chancellor Helmut Kohl, as the latest round of talks to renegotiate the rapid rise in east German engineering workers' wages ended in deadlock.

The employers want to postpone a 26 per cent pay rise due on April 1, arguing it will be the last straw for both privatised and unprivatised enterprises. The negotiations on behalf of 130,000 mechanical and electrical engineers in Saxony, the most important industrial state in the east, now go to legal arbitration.

At the same time, the leaders of Germany's opposition Social Democratic Party (SPD) rejected, "for the time being", an approach by Mr Kohl to attend a new round of talks on his planned "solidarity pact" for east Germany.

Mr Björn Engholm, the party leader, rejected a package of government savings measures as "sinister and anti-social".

The business leaders from Germany's four main employers' organisations yesterday presented a grim picture of the industrial collapse of the former east Germany.

At their latest round of talks with Chancellor Kohl on the solidarity pact, supposed to be completed by next week, they admitted the "necessary shrinking" of east German industry had now become outright de-industrialisation, with potentially devastating consequences for the rest of the economy.

In a nine-point paper submitted to the chancellor, they estimated that total new investment of DM400bn-DM500bn was needed to create 2m new jobs in east Germany. Since 1989, the number employed in east German manufacturing industry has collapsed from more than 3m to an estimated 700,000 at the end of last year.

The employers said the private sector planned to step up investment in east Germany this year from DM110bn to DM130bn, and would maintain those plans in spite of the gathering recession in the west.

They also proposed programmes to boost the purchasing of eastern products by western enterprises, extra efforts to boost the marketing of eastern products inside and outside Germany, and special programmes to support research and development.

The future of the solidarity pact hangs in the balance over coming days, with mixed signals from trade unions and the 16 state governments.

Mr Franz Steinke, leader of IG-Metall, the engineering workers' union, maintains much has been achieved in the talks, but insists the eastern wage contracts of his members are not open for renegotiation - the key demand put forward by the employers.

Serbs and Croats fan the flames

By Robert Mauthner in Geneva

THE renewed outbreak of fighting between Croats and Serbs in Croatia's Serb-occupied enclave of Krajina has once again underlined the difficulty of dealing with the various elements of the Yugoslav crisis in isolation of each other.

Just as progress was beginning to be made on a negotiated solution to the bloody conflict in Bosnia-Herzegovina, the attention of the negotiators at the Geneva peace conference was diverted by an explosion in a region of Croatia which had remained relatively calm since the end of Serb-Croat hostilities a year ago. "We were so busy putting out the fire in the living room that we did not notice it had spread to the attic," in the words of a diplomat close to the Geneva conference.

Yet it was in Croatia that the conflagration had broken out in the first place, and where the embers have continued to glow even after the main blaze was extinguished. The agreement of January 1992, which ended the Serb-Croat civil war and opened the door to the presence of the United Nations Protection Force in the region, was no more than a glorified ceasefire accord. Even its author, Mr Cyrus Vance, who is one of the co-chairmen of the current Bosnian peace negotiations, would not claim that it offered a durable political solution.

By allowing parts of Croatia conquered by the Serbs to remain under effective Serbian control, albeit with an inadequate UN force to keep the two sides apart, supervise heavy weapons and "guarantee" the



Yugoslav federal paratroopers on exercise yesterday as Belgrade said its armed forces were being placed on a higher state of alert

peace, the signatories were merely storing up trouble for themselves and sowing the seeds of future conflict. It was essentially Croat frustration with the constant procrastination of the Serbs in handing back, as they had undertaken, the Maslenica bridge and Zemunik airport - vital communication links between northern Croatia and the Dalmatian coast - that sparked the Croat offensive in Krajina. That could have been foreseen, and there is every indica-

tion that President Franjo Tudjman of Croatia gave advance warning to the international mediators in Geneva, and by implication to the Serb leadership, of what he intended to do if the Serbs did not meet their obligations. It was not for nothing that Lord Owen, who is habitually strictly impartial in his public utterances, on this occasion expressed understanding for the frustration of the Croats, without however excusing their recourse to force. What the whole affair

has shown is that the right priorities are not necessarily being respected in the efforts to achieve a peace settlement for the former Yugoslavia.

It is understandable that the most burning problem of the moment, which is Bosnia with all its attendant horrors of ethnic cleansing and brutality, should be the focus of peace negotiations. Yet there can be no guarantee whatsoever that even a solution of this complicated problem, unlikely as that seems at the moment, would

necessarily lead to an overall Yugoslav peace settlement.

While the negotiators are busy with constitutional principles, maps and provincial boundaries for the future state of Bosnia, the problem of a political settlement between Serbia and Croatia is crying out for attention. Without such an understanding, which would doubtless require territorial trade-offs, it seems improbable that lasting solutions can be reached for more limited regional problems.

Russians urge even-handed Balkan policy

By Leyla Boulton in Moscow

RUSSIA'S warning yesterday that it may seek sanctions against Croatia fits in with its long-standing advocacy of an even-handed approach towards warring parties in the former Yugoslavia.

Moscow argues that any party, and not just the Serbs, should be punished for violations of international agreements.

But both western diplomats and Russian conservatives say that Russia's fundamental alignment with the west on Yugoslavia is unlikely to change as long as pro-western reformers remain in power. Western diplomats add, however, that Russia would find it difficult to support tough new action against Serbs in Bosnia if it appeared that the west was prepared to overlook violations by other ethnic groups.

The eruption of fresh fighting in Croatia's UN-monitored enclave of Krajina prompted the statement yesterday by Mr Vitaly Churkin, deputy foreign minister, that Moscow might propose international sanctions against Croatia if its forces continued to attack Serbs.

The Foreign Ministry said later: "Such action, undertaken at a time when a settlement of the conflict in Bosnia-Herzegovina has become a real possibility, is an extremely ill-thought out move. It has become another link in the chain of violations of UN Security Council requirements." It added that the Croats had long ignored the no-fly zone over Bosnia, supplied weapons to Croat forces and led military actions against Muslims there. "Such actions are unacceptable and must receive an adequate reaction from the international community."

The tentative nature of Mr Churkin's warning - the government has no immediate plans to propose sanctions - appears to be part of the Foreign Ministry's balancing act between conservatives and reformers at home.

Reassurance on this point came from an unusual quarter yesterday.

Mr Vladimir Isakov, leader of parliament's hardline Rossiya faction who has just returned from talks with Serbian leaders in Belgrade, said that although he supported Mr Churkin's suggestion as "an option for balancing out the situation", it was unlikely to be implemented.

Serb nationalists have fostered close links with Russian hardliners opposed to President Boris Yeltsin. The co-operation ranges from sanctions violations to Cossack volunteers fighting on the Serb side in Bosnia. The media had appealed to the Russian government to take its little brother Serbia under its protection.

Onslaught by Zagreb undermines its support in Bonn

By Judy Dempsey in Berlin

GERMANY, which spearheaded and precipitated the European Community's recognition of Croatia in 1991, has sharply criticised Zagreb's incursion into Krajina in the south of the republic at the weekend.

Mr Klaus Kinkel, the foreign minister, told Mr Zdenko Skrabalo, his Croatian counterpart, that he understood Croatia's frustration at not being able to gain full control over

its territory, but he condemned the use of force, saying it would weaken support by Germany and the international community for the Zagreb government.

"Croatia's actions at the weekend also play into the hands of Slobodan Milosevic [the president of Serbia]," said a foreign ministry official. "Milosevic will point out how he, unlike Croatia, is the man of peace," he added.

Germany is the largest provider of

aid to Croatia, and is likely to argue strongly against any attempt to impose any economic sanctions against the country.

The Foreign Ministry yesterday defended the decision by Mr Hans-Dietrich Genscher, the former foreign minister, to speed up the recognition of Croatia in December 1991, despite opposition from France and Britain.

"It was morally right and just in the face of aggression by the Yugo-

slav army, and Serbia," an official said.

Bonn points out that Mr Milosevic's acceptance of the Vance plan for Croatia is far removed from the actual implementation of it. The plan, agreed by Zagreb and Belgrade in December 1991, paved the way for ending the war in Croatia by setting up four United Nations protectorate zones on about a third of Croatian territory held by Serb nationalists. It also included a process of demilitarisation by Serb forces in those zones, as well as the eventual return of Croatian and other refugees to those Croatian regions.

Since October, the UN has postponed the return of the refugees on the grounds that it was unsafe. The decision by Croatian President Franjo Tudjman to use military force in the protected zones reflects his frustration with delays by the UN, fears that the UN was cementing Serbian gains in the republic,

and his determination to regain control, by force if necessary, of all Croatian territory. "Since the Serbs were not willing to demilitarise the 'pink zones' so as to allow Croatian refugees to return, should we not learn some lessons from that?" an official said.

Officials in Bonn said that they repeatedly pleaded with Mr Tudjman for patience and adherence to the Vance/UN plan, whose mandate expires in May.

Köhler package will fill the regulatory gaps

Frankfurt's future as a financial centre boosted

By David Waller in Frankfurt

MR Horst Köhler, state secretary in the German ministry of finance, yesterday delivered what his government promised almost exactly a year ago: a package of concrete proposals to improve the standing of "Finanzplatz Germany", Germany as a financial centre.

"This is a breakthrough for Finanzplatz Germany's international competitive position," said Mr Köhler, "and it should secure jobs and income in this fast-growing sector."

He acknowledged that the current regulatory environment in Germany is not up to international standards, to the detriment of the country's entire financial service sector. He spelt out the details of a new law which will introduce a centralised regulatory body for Germany's securities markets and make insider dealing a criminal offence for the first time. The draft law - likely to be on the statute books early next year - comes after 12 months of "behind the scenes" negotiations between Bonn and the Länder which are currently responsible for policing financial markets on their turf.

Bonn's broad aims were spelt out in a "concept" paper written by Mr Theo Walgel, finance

minister, last January. At the core of the proposals is the new supervisory body, to be called the Bundesamt für das Wertpapierwesen.

This will be a federal body, independent of existing banking regulators, which will employ at least 100 people. It is not yet decided where it will be based: market participants want it based in Frankfurt, Germany's financial capital, but it may end up in the eastern part of Germany for political reasons.

The new body will be the German equivalent to the Securities & Exchange Commission, the powerful regulator of the US securities markets. It will represent Germany on the international stage in dialogue with other regulators.

Within Germany, working together with the Länder and the country's eight stock exchanges, it will police the following three areas:

■ The new anti-insider dealing law. Mr Köhler did not disclose a definition of this offence, but warned that penalties would be tough, ranging from fines to imprisonment.

■ A set of new rules designed to encourage disclosure and transparency on the German equity markets. At present, German companies are only

obliged to disclose stakes in other companies when they reach 25 per cent, in contrast to a 3 per cent threshold in the UK. The disclosure threshold will be lowered to 10 or possibly 5 per cent. This rule could have an important impact on German companies: secret stake-building is at present widespread.

■ A set of "rules of conduct" for participants in the securities markets. This will spell out in precise terms professionals' obligations to their clients. Professionals will be obliged to separate their own investments from those of their clients.

The package of measures comes just after the founding of the Deutsche Börse AG, a common holding structure for Germany's fragmented stock exchanges which came into being at the beginning of the year. Both moves show Germany's determination to intensify its challenge to London and other European financial centres, a determination shared by legislators as well as market participants. Once the new measures are implemented, they are likely to enhance Frankfurt's standing in the eyes of international investors and lead to profound changes in the conduct of securities business at home.

New coalition moves in Hungary

By Nicholas Denton in Budapest

THE reconfirmed moderate leadership of Hungary's ruling Democratic Forum (HDF) yesterday began the task of building a new conservative coalition capable of winning the 1994 general elections.

"We have to go for the moderate voters, it is the only chance," an aide to Mr József Antall, the prime minister, said yesterday, after the weekend party congress rejected a right-wing attempt to shift the party towards a more nationalist and xenophobic position. "Hungarians are 60-70 per cent moderate. If you want to win you have to go for them."

The campaign for the floating voter is likely to see Mr Antall's conservatives empha-

size their edge in experience and challenge the opposition to say how they could have better managed the economically troubled years since the 1990 elections. "We have to con-

vince the voters that there is no alternative," the aide added. "Nobody else in the region has done any better than this government."

But opposition politicians yesterday doubted that the Forum had sufficiently healed its internal differences to rebound after the congress. Mr Viktor Orban, leader of the opposition Young Democrat

party, praised the prime minister's tactical success in holding the party together and his verbal confrontation with Mr István Csúrkó, leader of the ultra-nationalists. "But the fact is

that Csúrkó and Antall remain in the same party. It is as if Jacques Chirac, the French conservative leader, and Jean-Marie Le Pen, the French ultra-nationalist, were in government together," Mr Orban added.

Many believe the performance of the economy under the Forum's stewardship will prove more important for the

elections than the outcome of the congress. "People's feelings about their personal circumstances; that's what matters. That is where the election will be decided," Mr Laszlo Medgyessy, a Forum presidium member, said.

The prime minister's success at the congress leaves the conservative coalition he formed in 1990 in a stronger position to continue to the end of its term and reinforce its position as eastern Europe's longest-lasting and most stable government.

But The Forum, which languishes at a humiliating 8 per cent in the opinion polls, still faces an uphill struggle to attract new coalition partners and voters nervous about the ultra-nationalists who remain on the right wing of the party.

It's as if French Gaullist Jacques Chirac and France's ultra-nationalist Jean-Marie Le Pen were in government together

EC may ban tankers from some areas

By David Gardner in Brussels

EC TRANSPORT and environment ministers were last night examining the possibility of excluding oil tankers from waters near environmentally sensitive areas, in the wake of the two recent tanker disasters off the Shetland Islands and north-west Spain.

No decisions were expected from yesterday's unscheduled meeting, which was called, EC diplomats acknowledged, to

demonstrate politically that the Community intends to act in the face of mounting public concern over oil and hazardous waste pollution.

Transport ministers are to examine a forthcoming report on maritime safety by the European Commission at their meeting in March, and expect to agree on the highest priority measures in June, according to Mr John MacGregor, the UK transport secretary.

One possibility is for the EC to draw up a mandatory new

routing system for vessels, to keep them away from vulnerable wildlife and marine life areas.

Among other measures given a preliminary examination yesterday were tighter enforcement of inspections of ships in EC ports, of higher training standards for crews, and of greater control over shipping traffic.

Safety at sea has until now been dealt with largely by member states individually through the International

Maritime Organisation (IMO). But many member states now feel that the EC has been using the IMO as an excuse for not acting vigorously enough to reduce the number of incidents in European waters.

The UK and France were particularly insistent on the need to harmonise any new measures with the IMO.

But Mr MacGregor agreed that "we must look to see what can be done at the Community level as well as the IMO."

Czechs and Slovaks hurry towards currency split

Patrick Blum on the economic strains which have forced the two republics to hasten plans for a monetary divorce

LESS than a month after the peaceful break-up of the former Czechoslovakia the two newly independent states are preparing for a currency split which will underline their economic differences.

The original plan worked out between Mr Vaclav Klaus, the Czech prime minister, and Mr Vladimir Mecliar, his Slovak counterpart, imagined that the two countries would be able to keep a common currency until early summer. Only then would they split, with the new Czech and Slovak crowns interchangeable and equally valuable until such time as market forces determined their future parities.

In practice, expectations that the Slovak crown would be

worth less than the Czech crown had led to increasing strain on the joint currency arrangement. This led to a recent run on the banks as individuals and companies in both republics exchanged crowns for foreign currencies.

The net result has been a decision to bring forward the currency split, which is now expected within the next few days.

In anticipation of the split the monetary authorities have begun marking their own banknotes, prompting anxious savers to deposit all their spare cash in the banks while foreign institutions have stopped buying crowns in an attempt to reduce stockpiles of old notes.

According to a study by PlanaEcon, the US-based research

Prague and Bratislava to elect new presidents

THE parliaments of the Czech and Slovak republics will vote today to elect their own presidents in the first elections since the break-up of the former Czechoslovakia, writes Patrick Blum in Prague.

Mr Vaclav Havel, the philos-

opher-playwright who had to give up his presidency of the Czechoslovak state, is expected to win the Czech presidential election with official support from the ruling coalition led by the Civic Democratic party. In Slovakia, Mr Roman

Kovac, who had close ties with the Communist party, is supported by the ruling Movement for a Democratic Slovakia. He faces a more difficult challenge against three rivals as he must win a three-fifths majority.

become much more difficult and costly because of extra bureaucracy and customs regulations. Companies which import goods produced in the other republic have to go through a cumbersome process to cover VAT rules and customs' clearance.

Some Czech exporters complain of endless delay and

problems with shipments sent back to Prague by over-zealous customs officers.

Both governments are also finding that keeping inflation under control will be more difficult than expected as the introduction of VAT on January 1 will add 6.6 per cent to prices this year.

VAT was introduced as part of a broad tax reform to modernise the economy but led to sharper than expected price rises. According to the Czech statistical office the average price of food rose 8 per cent over the first two weeks of the year while the price of coal and cement for industry rose 22 per cent and 27 per cent respectively. This will have a knock-on effect throughout the economy.

The Czech government expects inflation of 15-17 per cent this year, though some economists say it will be closer to 26 per cent. Slovakia has seen similar price rises. Both governments say they will not reintroduce price controls, though neither has completely ruled this out.

Unemployment is also expected to rise as restructuring of industry deepens and mass privatisation, at least in the Czech republic, accelerates the labour shakeout.

Until now the Czech republic, with unemployment of 2.57 per cent, claims the lowest rate in Europe. But trade unions expect joblessness to rise to between 6 and 8 per cent in the Czech republic and from over 11 to 14 per cent in Slovakia.

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Canadians press for US steel agreement

By Bernard Simon in Toronto

CANADIAN steel producers want a bilateral trade agreement with the US aimed at promoting an integrated North American steel market in which both sides would place less emphasis on anti-dumping duties and other import curbs.

The initiative has surfaced on the eve of a widely-awaited dumping ruling expected today from the US Commerce Department against imports of flat-rolled steel products from 21 countries, including Canada.

Foreign producers deemed to be dumping will have to pay a bond on all shipments while the extent of injury to the US industry is examined. The International Trade Commission will make its final injury determination by May 27.

The Canadian proposal is based on an argument that the relationship between the US and Canadian steel industries is unique, both in the extent of cross-border trade and in the way the trade is conducted.

As a first step, the Canadians suggest that both Ottawa and Washington should drop current anti-dumping investigations. According to a Canadian government document, "these investigations make no commercial sense".

Later this week Revenue Canada will make preliminary determinations of dumping against imports of hot-rolled steel from six countries, including the US. The complaint affects about C\$200m (£102m) of US exports out of a total of C\$300m.

The US industry's complaint against Canada affects about a quarter of annual exports to the US, totalling C\$1.5bn.

The Canadian producers acknowledge that they are "technically" guilty of dumping steel in the US, but they dispute some of the criteria used by Washington.

The Canadian proposals include the appointment of a high-level panel of steel industry executives. The panel would examine reforms in the trade laws of both countries to recognise the integration of the North American steel market.

GEC Alsthom in Mexican deal

GEC Alsthom, the Anglo-French power engineering group, has won a £400m turnkey contract to build a 2 x 350MW oil-fired power station near Tuxpan in Veracruz state, Mexico, Andrew Baxter reports.

GEC Alsthom was selected by the Mexican Federal Electricity Commission for the job, and is project leader in a consortium which includes two of its subsidiaries. Stein Industrie will make the boilers and Mexican-based Turbine will supply the turbine generator sets.

Top spirit brands see sales decline

By Philip Rawson

VOLUME sales of the top 100 international spirits brands declined for the second successive year in 1992 as markets worldwide were hit by the bleak economic climate. Total shipments fell 1.2 per cent from 273.5m cases to 270.2m, according to Impact International, the drinks industry monitor.

Reduced consumer spending was particularly marked in the US, UK and Japan. "While still a lucrative market, Japan is no longer the easy-growth, high-profit market it was in the late 1980s," says Impact.

Scotch whisky sales in Japan last year were between 5 per cent and 10 per cent below the 1991 level. Cognac volumes were 15 per cent down, and bourbon consumption declined 10 per cent.

However, markets elsewhere, in south-east Asia, and in southern European countries such as Spain, Greece and Portugal, remained buoyant with consumers still moving from local spirits brands to imports.

"Latin America is also emerging as the key potential growth area for the 1990s," the report says.

Grand Metropolitan, Guinness, and Allied-Lyons, the UK-based groups which own 31 of the leading 100 brands, saw total volumes down 2.1m cases. Of the top 10 companies, owning 62 brands, only three - Pedro Domecq, Brown-Forman, and American Brands - increased volume sales.

The top three brands maintained their rankings in spite of significant volume losses. Difficult trading conditions in

Asean free trade zone sputters into action

WITH less fanfare than Europe or North America, the six members of the Association of South East Asian Nations this year began to build their own free trade zone.

It was easy to see why the first steps towards the Asean free trade area, or Afta, were not exactly trumpeted abroad.

Asean countries - Singapore, Malaysia, Thailand, Indonesia, the Philippines and Brunei - regard Afta and its 330m inhabitants as a future counterweight to other international trade blocs and as a way to expose their domestic industries to healthy regional competition. But the reality is that they do most of their trade with Europe, Japan and the US and not with each other.

If entrapment trade with Singapore is excluded, Asean countries conduct only about 5 per cent of their trade with their Asean partners.

And although the Afta ideal is progressively to reduce mutual tariffs on all goods except agricultural products to between 0 and 5 per cent within 15 years, the agreement is undermined by clauses allowing each country to exclude any industries that it wants to continue to protect.

The Asean members have announced lists of hundreds of products which they are exempting from the normal

FT writers on divisions within a trading bloc

track of tariff reductions and from the fast track (for 15 categories of goods for which tariffs are due to fall to between 0 and 5 per cent within seven to 10 years).

As expected, the Philippines and Indonesia have announced the most exclusions, and Singapore, which is virtually a free port already, the least.

The loose nature of the Afta agreement and the low level of intra-Asean trade mean that there is little sense of urgency about putting it into practice.

An Indonesian minister, for example, said recently that it would take all of Afta's 15-year implementation period before there was a significant impact on the Indonesian economy.

Indonesia has yet to release detailed lists of products to be included or excluded from the scheduled tariff reductions and economists are sceptical about how open it intends to be.

When the government announced 250 tariff cuts last July it turned out that 90 per cent of them related to differ-

ent types of batik cloth, an Indonesian specialty.

Meanwhile, Malaysian-made Proton cars are likely to continue to be targeted at Britain, with no signs that they will be allowed to flood to the highly-protected Indonesian vehicle market.

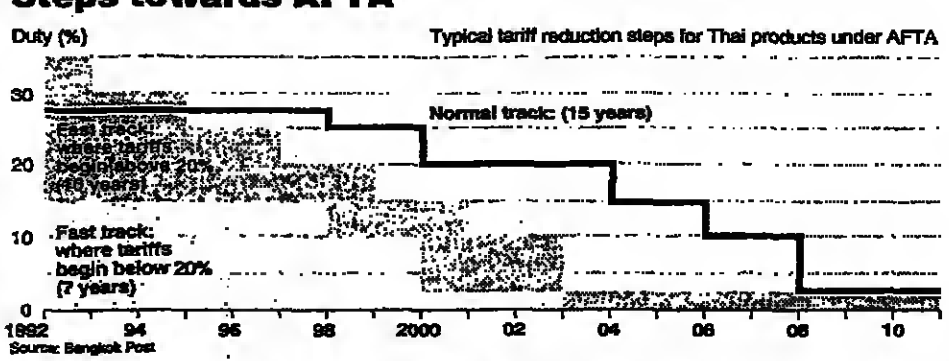
In what may be a signal of troubles to come, Mrs Rafidah Aziz, the Malaysian trade minister, says her government is pressing Indonesia, the Philippines and Thailand to start tariff cuts under Afta's Common Effective Preferential Tariff (CEPT) scheme as soon as possible.

Mrs Rafidah has warned other Asean members not to take advantage of what she calls "Malaysia's generosity". She says: "We will not allow our domestic industries to be out-competed."

Malaysia is not alone in fearing competition. The Philippines, for example, is excluding coconut oil because nearly a third of the Philippine population depends on coconut products for a living.

Thailand's petrochemical producers have pleaded with the Thai government for state financing, for cuts in the price of the gas they use as a raw material, and even for petrochemical import quotas - precisely the kind of non-tariff barriers that the Afta agreement rejects.

Steps towards AFTA



The loud complaints of protected industries about the dangers of Afta are an indication that the agreement is not entirely ineffective.

It is also true that government will be helping Afta's implementation. In late December, for instance, the Philippine government said it had persuaded its textile manufacturers to include another 400 products in the tariff-reduction programme.

However, the lack of legally-binding obligations to cut tariffs may yet be the undoing of Afta. Professor Richard Lipsey, a Canadian economist, noted recently that the Asean tariff reduction scheme seemed piecemeal compared with the "one big package" agreed between the US and Canada.

The problem for the Asean countries is that they agreed on Afta in principle, and today are still negotiating the details.

Another obstacle to harmony within Afta is the lack of any provision for the free movement of labour.

Dr Mochtar Kusumaatmadja, the former Indonesian foreign minister, has raised this objection at a meeting in Kuala Lumpur last year to celebrate Asean's first 25 years.

"Singapore and Malaysia are always telling us to lower tariffs and duties and let their goods into the country," he said. "But in return, how about the free movement of labour? We will take your goods if you will take our surplus labour supply. When they hear this and think about all those Indo-

nesians coming to work in their countries, then they say, 'wait a minute, maybe it's not such a good idea'."

With per capita income in Singapore 20 times as high as in Indonesia, the economic disparities within Asean make those within the EC pale into insignificance.

Even if Afta is fully implemented by the year 2008, it could take a few more years before Asean becomes truly a single market.

Kieran Cooke in Kuala Lumpur, William Keeling in Jakarta, Jose Galang in Manila and Victor Mallet in Bangkok

Benetton to open in Cuba

By Haig Simonian, recently in Havana

CUBA, one of the last bastions of hard-line communism, has opened its doors to capitalist retailing with a joint venture with Italy's Benetton clothing group.

Benetton, with a network of 7,047 stores, plans eight shops in Cuba this year. The network may be extended depending on their success.

The retailing venture is confined to popular tourist locations and sales will be in hard currencies only. It represents the first fruits of a 1991 Cuban law allowing equal participation joint ventures between state companies and outside partners.

Although there has already been some foreign investment in Cuba, notably by Spanish groups in the hotels sector, the new venture is the first of its kind in retailing.

The Benetton stores will be run by a newly-formed company set up between Cubanacan, the main government-owned tourism and commercial concern, and Connolly, a Bahamas-based company owned by Mr Enrico Garzaroli, an Italian businessman.

TIMBER TRADE & FOREST MANAGEMENT

Brussels 18 & 19 March 1993

This seminar will examine the challenges faced by the timber trade and industry in responding to environmental pressures and market demands for timber from 'sustainably managed forests'. Speakers include:

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NEWS: THE AMERICAS

Clinton set to put the bite on consumption

PRESIDENT Bill Clinton has a habit of leaving his options open until the last moment. But it appears likely that in his first economic statement due next month he will try to set a new course for US economic policy by increasing the emphasis on consumption taxes.

These currently form a much smaller proportion of total receipts than in other industrial countries.

At the weekend Mr Lloyd Bentsen, the Treasury secretary, signalled that a broad-based tax on energy was being seriously considered as a first step towards higher consumption taxes.

Mr Clinton, however, cautioned yesterday that no final decisions on how to trim the deficit had been made.

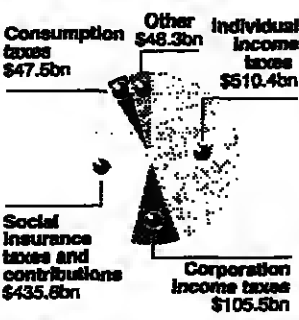
A broad energy tax covering fuels such as coal, natural gas and nuclear power, as well as oil, would be easier to sell politically than a higher levy on petrol alone (which has been mooted several times) because the pain would be spread more evenly.

Mr Bentsen said energy taxes were also attractive on environmental grounds,

A broadly based tax on the use of energy could be the first step, writes Michael Prowse in Washington

US tax receipts

Total 1992 \$1,147.6bn (est)



Source: Office of Management and Budget

because they would encourage energy conservation.

The form an energy tax would take is undecided. Vice-President Al Gore has advocated a tax based on the carbon content of fuels. But the Clinton administration seems more likely to consider a levy based on their heat content, as measured, for example, by British thermal units.

The Congressional Budget Office, an independent adviser to Congress, has estimated that a 5 per cent energy tax would raise about \$18bn (\$11.8bn) a year.

Mr Bentsen said a more comprehensive shift towards consumption taxes was likely in the longer term as a way of boosting incentives to save and invest.

However, complexities over the collection of consumption taxes and their potential "regressivity" — the fact that they hit the poor harder than the affluent — meant that the timing or extent of such a shift was uncertain.

A national sales or value added tax was not on the immediate agenda.

He did not, however, rule out other long-term options, such as the "consumed income" tax advocated last year by a bipartisan commission headed by Senators Sam Nunn of Georgia and Pete Domenici of New Mexico.

A consumed income tax would be collected from individuals rather than businesses and could be levied at a higher rate on the affluent. The main difference from an ordinary income tax is that it would exclude all forms of saving from tax.

The administration seems more likely to consider a levy based on the heat content of fuels rather than their carbon content

Other elements of President Clinton's likely economic strategy are also falling into place. He is backing away from his promise to halve the deficit in four years on the grounds that the projected deficits are \$50bn-\$60bn higher than when he formulated his plan last year.

The strategy now favoured is to cut the deficit by about \$145bn over four years — the same absolute amount as promised in the campaign. This would reduce the prospective deficit in fiscal 1997 from about \$350bn to just over \$200bn.

Mr Bentsen also confirmed that plans for an income tax cut for middle-income families have effectively been shelved. The administration, however, will press ahead with plans to increase income taxes on the affluent — families earning \$200,000 or more a year.

Mr Bentsen refused to be

drawn on the size of this tax increase but most observers expect the top marginal rate to rise from 31 per cent to 36 per cent.

According to Mr Daniel Patrick Moynihan, his successor as chairman of the powerful Senate finance committee, a larger increase in top marginal rates would be counter-productive because of its impact on economic incentives.

On the spending side, Mr Bentsen said all entitlement programmes — medical care for the elderly and poor, and federal pensions — were being examined for possible savings. But he made no specific commitments to curb such programmes, which have caused the deficit to balloon in recent years.

Mr Bentsen also signalled that the administration would press ahead with plans for a short-term fiscal stimulus. This was prudent because the economic recovery had faltered twice in the past two years.

He refused to confirm reports that the stimulus would be only about \$20bn, but said it would be much smaller than the \$50bn-\$60bn mentioned last year.

Obituary: Thurgood Marshall
Legal champion of civil rights

ONE week ago non-commercial television in the US, commemorating the Martin Luther King national holiday, aired an absorbing dramatisation of one of the Supreme Court's landmark rulings of this century: the 1954 case known as Brown v Board of Education which, in effect, rendered segregation illegal in the nation's public schools.

The case had three heroes: Earl Warren, the new chief justice who broke down the deep divisions inside the court and brought about a unanimous verdict; Felix Frankfurter, the legendary justice who for so long agonised which way to vote; and Thurgood Marshall, the black lawyer who argued the case for fundamental change in the law.

Mr Marshall, who died on Sunday at the age of 84, was then director of the legal department of the National Association for the Advancement of Colored People. He was the architect of its strategy of wringing from the courts the sort of civil rights changes that the political system was still reluctant to grant and the Brown ruling was undoubtedly his finest hour.

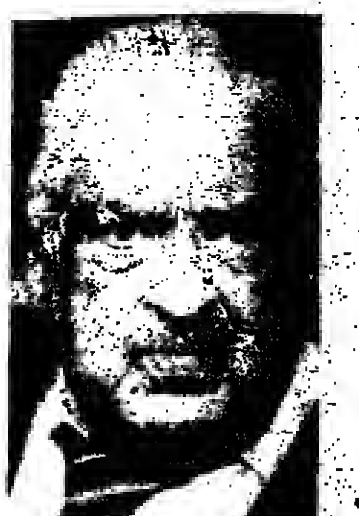
There were more fine hours to come. In 1961 President Kennedy made him a federal appeals court judge. In 1965 President Johnson appointed him solicitor general, the government's chief advocate before the Supreme Court. Two years later he was accorded the ultimate accolade of nomination to the Supreme Court, the first African-American ever to reach this pinnacle.

President Johnson noted that he was one of the most successful advocates ever to appear before the court, winning 29 of 32 cases — 14 as a private lawyer and 18 as solicitor general.

Mr Marshall served 24 years on the court, a staunch opponent of the death penalty and limitations on abortion, and believer in affirmative action to improve opportunity for all. He formed with now retired Justice William Brennan a trenchant and intellectually

powerful liberal wing, the quality of whose written opinions was widely admired.

Under Presidents Reagan and Bush the court acquired a more conservative slant and Mr Marshall became known as "the great dissenter". Though increasingly ill, he postponed retirement until 1991 to ensure that the great civil rights legis-



Marshall: high regard

lation in which he had participated was not rolled back.

The volume of tributes to Mr Marshall, from President Clinton to Mr William Rehnquist, the current chief justice with whom he so often disagreed, attest to the extraordinary regard in which he was held. Justice Sandra Day O'Connor, a pivotal swing vote on the court, called him "a true American hero" who had left behind "a legacy of hope for racial equality".

Thurgood Marshall was born in Baltimore in 1908. Denied admission to the University of Maryland law school because of his race, he graduated top of his class from Howard University, the predominantly black college in Washington. He was to have administered the oath of office to Vice-President Al Gore at last Wednesday's inaugural, but ill health prevented him from attending.

Jurek Martin

First Guatemalan refugees return

By Damian Fraser in Mexico City

SOME 2,500 Guatemalan refugees, the first batch of a total of 45,000, arrived in Guatemala City over the weekend, ending more than a decade of exile in Mexico.

The refugees who fled army-backed atrocities in the early 1980s were welcomed by more than 10,000 sympathisers in the capital's central square. Mr Jorge Serrano, Guatemala's president, said their return "marked a new era in the direction the country will take".

The peaceful return of the refugees is seen as a crucial test of the government's willingness to end the country's 30-year-old civil war. But the repatriation of the remaining refugees could still be postponed, as the government has suspended its guarantee of their safety, after differences with refugee leaders.

Last week Mr Serrano presented the United Nations with a plan for "peace in 90 days" to end the civil war. The small band of left-wing rebels with whom the government is trying to make peace agreed to discuss the proposal, but insisted on an immediate ceasefire, and a 50 per cent reduction in the size of the army. Mr Serrano dismissed the rebel counter-offer.

The peace plan was partly overshadowed by publicity given to the president's visit to Stringfellow, a topless bar in New York. Mr Serrano, who is an evangelical Christian and pastor of two Protestant churches, said he only went to "take a bowl of onion soup".

Frantic weekend of telephone pleading keeps tabloid alive

New York Post in reprieve shock

By Alan Friedman in New York

THE New York Post seemed as good as dead on Sunday, but the smallest and most sensational of the Big Apple's three leading tabloids has got a last-minute reprieve after a weekend of intrigue and frantic negotiations.

Last weekend Mr Peter Kalikow, the Post's owner, found himself facing a crisis when Bankers Trust, his chief backer, threatened to pull the plug on a \$3m (£1.9m) credit line that had jumped to \$6m in recent weeks.

The newspaper ran a deficit last year estimated at about \$5m.

Mr Kalikow thought he had resolved his problems by arranging for Mr Leon Black, the former Drexel Burnham Lambert executive, to invest in

the Post. But advisers close to the deal say Mr Black lost interest, which led Mr Kalikow to warn last Friday that the Post faced closure by the end of the weekend if no one else could be found.

A 20 per cent wage cut for the newspaper's 715 employees plus a cover price rise from 40 to 50 cents were rushed through on Sunday afternoon as a supposed alternative solution, but proved inadequate for Bankers Trust. That is when New York's big guns stepped into the fray.

It was Ms Cindy Adams, the Post's gossip columnist, who got most heavily involved in the search for a buyer. She worked the telephones throughout the weekend, ringing "my rich friends or my smart ones who know rich ones".

By late afternoon on Sunday Mr Kalikow was telling staff he feared the paper would have to shut down. But behind the scenes Ms Adams and Mr Howard Rubenstein, king of the New York public relations world, were in touch with Mr Bill Pugazzy, the limousine mogul, searching for an angel. Mr Pugazzy, in turn, contacted Mr Steve Hoffenberg, a little-known 48-year-old financier who owns Towers Financial, a factoring and accounts receivable business.

"Everybody who was anybody was calling everybody else on Sunday to try to save the Post," said one investment banker whose client turned down the deal. And that included Mr Mario Cuomo, governor of New York.

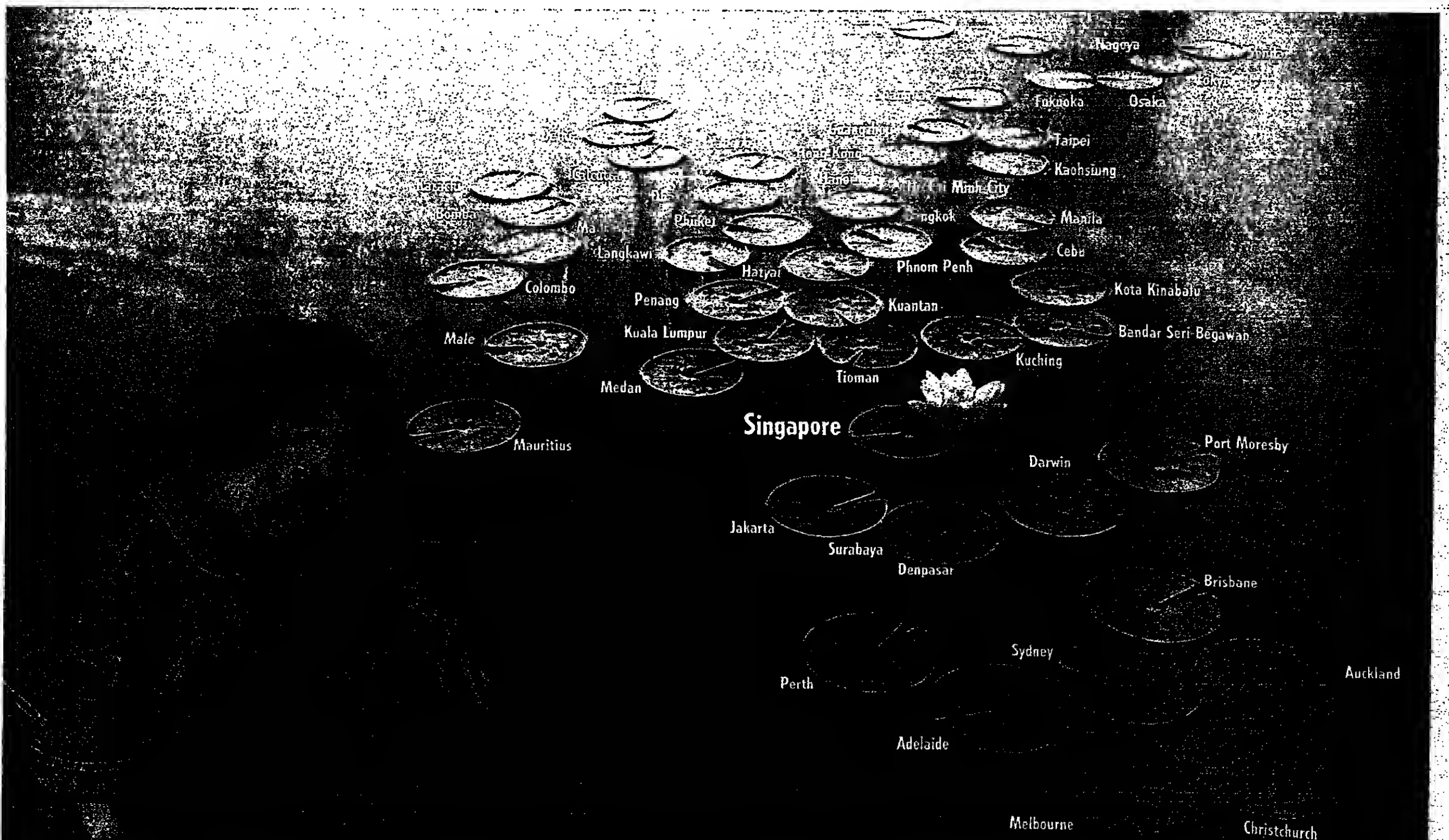
When Messrs Rubenstein and Pugazzy could not find Mr Hoffenberg it fell to Governor

Cuomo to send out a state trooper to track down the financier. The police could not find him, but Mr Vincent Testa, the state director of economic development, talked to Mr Hoffenberg.

Mr Hoffenberg eventually surfaced and a series of conference calls resulted in a last-minute agreement on Sunday night.

The deal called for Mr Hoffenberg to provide an immediate \$300,000 and to guarantee the Post's \$6m line of credit. In exchange he is now in pole position to spend the next four weeks deciding whether to go ahead and become the newspaper's new owner.

The reprieve could still fall apart, but that did not stop the tabloid from plastering yesterday's front page with the words "NEVER SAY DIE".



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UN's inspectors intensify search for Iraqi weapons

By Our Middle East Staff

TEAMS of UN inspectors stepped up their search for Iraqi weapons of mass destruction yesterday without any hindrance from local officials in Baghdad.

Iraq's co-operation with the UN will be watched closely as evidence of its commitment to the unilateral ceasefire it announced last week to mark the inauguration of President Bill Clinton.

Prof Maurizio Zifferero, who heads the nuclear inspection team, said that he hoped Iraq would provide the remaining names of foreign suppliers.

"The Iraqis say they have already given us 90 per cent, he said.

"They have said they will answer questions about the other 10 per cent. We shall

have to see whether this is true or not."

The ballistics missile team also resumed its weapons search concentrating on Scuds of the type fired at Saudi Arabia and Israel in the Gulf war.

Iraq has adopted a conciliatory line towards the new US administration and newspapers in Baghdad yesterday noted that cracks had appeared in the US-led coalition over recent air attacks.

One newspaper said that Iraq's initiative would encourage Mr Clinton to enter into a dialogue with Iraq, and stressed the differences between him and former President George Bush.

Meanwhile, Iraqi air defence officers, in a show reminiscent of US and allied military briefings in the Gulf war, produced

maps, missile fragments and videotape to bolster their case that a Tomahawk missile had been fired deliberately at the Rashid hotel in Baghdad on January 17.

They said that a flash of light, captured on film by a western television crew, lit up the hotel just before the missile struck. They said the flash was part of the missile's guidance system and proved that it was on target.

Two Iraqis were killed when the Tomahawk missile destroyed the lobby, shattering tonnes of concrete and steel.

Mr Tariq Aziz, Iraq's deputy prime minister, said yesterday that his country seeks no confrontation with the US but is not happy with the stance of the new US administration.

Reuter reports from Baghdad: "We do not want to be in

continuous confrontation with the United States of America," he said in an interview with Cable News Network (CNN) television.

Mr Aziz accused President Clinton's new defence secretary, Mr Les Aspin, of "an arrogant and belligerent response" to the Iraqi initiative of offering a unilateral ceasefire.

On Sunday, Mr Aspin told a US television interviewer that the object of US policy was to ensure that Iraq complied with the UN Security Council's ceasefire resolution, but he added: "I personally believe that also means Saddam Hussein has to go."

Mr Aziz described this as a "whimsical interpretation" of the UN resolution.

"I hope this will not be the position of the new administration," he said.

Rabin to stand by policy on deportees

By Hugh Carnegie in Jerusalem

ISRAELI Prime Minister Yitzhak Rabin yesterday dismissed suggestions that the government would privately welcome a High Court decision to overturn the mass expulsion of Palestinians to Lebanon.

The court, which is expected to rule this week on the legality of the action, has become the focus of the crisis over the December expulsions, which were unanimously condemned as illegal by the United Nations Security Council and have thrown the future of Middle East peace talks into doubt.

Opponents of the move, both inside and outside Israel, have suggested that a court ruling against the expulsions would provide the way out of the crisis for the government and for the new US administration, which is anxious to avoid disruption of the peace negotiations. Israel has sought to defer any further action against it by the UN until after the court's decision is given.

But Mr Rabin said he did not want to be overruled. "I am full of hope that the High Court will indeed approve this. I regret the voices that pretend there is supposedly a need for someone to rescue the government. The government does not need to be rescued, it needs to stick to its positions," he said.

The High Court's seven judges would not doubt be widely applauded in the international community if they did rule against the government. Such a ruling would lift the pressure for UN sanctions to enforce Security Council resolution 799 demanding the return of the deportees and meet Palestinian conditions for resuming peace talks.

But it would also be a deeply damaging blow to Mr Rabin's political prestige at home, ironically undermining his ability to make concessions in the peace negotiations. It would also be regarded in Israel as an unprecedented rebuff to the powerful military establishment which justified the expulsions on security grounds.

Civil rights lawyers arguing the case against the deportations, the largest number ever carried out at one time, say a dangerous precedent has been set of using expulsion as a collective punishment.

But there is little confidence among Palestinians that the court will reverse the expulsions. It has only ever overturned one of hundreds carried out over the years, assenting to the state's contention that the Fourth Geneva Convention ban on such expulsions does not apply in the occupied West Bank and Gaza Strip.

The court has previously insisted on the right of appeal prior to deportation. But the government argues that the right to prior appeal does not apply in the present case because the expulsions were not permanent, that they were only a "temporary removal" for up to two years.

Yesterday, in an effort to ensure the court's approval, the government said it would set up elaborate means for the 396 alleged Islamic militants still stranded in Lebanon to appeal against their banishment individually from their isolated camps.

The attorney general promised that telephone points and mail deliveries would be provided.



John Major receives some help with his shoes on a trip to the Mahatma Gandhi memorial

Major hails investment fruits of his Indian trip

By Stefan Wagstyl and Ralph Atkins in New Delhi

BRITISH Prime Minister John Major, seeking to promote British business during a visit to India, yesterday hailed planned investments by British Gas and British Aerospace and a proposed bilateral business discussion group as the first fruits of his trip.

After a meeting with Mr P.V. Narasimha Rao, the Indian prime minister, Mr Major said both countries would benefit from greater economic co-operation. British investment in India would help India's economic reform, while export growth would lead Britain's economic recovery.

The prime minister was speaking on the eve of celebrations today to mark India's Republic Day, at which he is the chief guest. Security cover for the event was tightened yesterday following the arrest of four Sikh militants who were allegedly planning to plant a bomb in New Delhi.

Mr Major said he was "entirely content" with security arrangements. But he acknowledged that the threat of an incident may have been increased by the recent signing of an extradition treaty between the UK and India, which would ease the extradition of up to two years.

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The government accuses Mr Pulatov of defaming President Karimov during a demonstration at Tashkent State University last January in which three students were killed.

According to the government case, Mr Pulatov gave a student a placard containing Mr Karimov's photograph and told him to carry it in the demonstrations. Underneath the photograph was the caption: "Here is a beast that devours its own children."

But in the first three days of testimony last week, the three government witnesses - all of them students - offered contradictory accounts.

One student testified that he had no idea whose placard it was.

A second said Mr Pulatov was part of a large group of students, all of whom handed the placard. Only the third, Mr Jalol Gadayev, testified that he saw Mr Pulatov himself produce the placard for the student to carry.

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tion of suspected Indian terrorists from Britain.

However, Delhi police said the level of security cover was normal for a Republic Day celebration as was the level of risk of an attack from terrorists. Mr R.S. Sahay, the additional deputy commissioner of police, who is in charge of security, said: "Terrorist groups would want to attack at a time like this [Republic Day]. John Major is no particular target."

Mr Major's security cover was "the same as for any other head of state," Mr Sahay said.

The prime minister, who is accompanied by a delegation of senior British businessmen, is anxious to link the visit to commercial successes for UK companies. The two deals he cited yesterday are relatively modest. British Gas is planning to take a 35 per cent stake in a joint venture to supply natural gas to Bombay, India's biggest city. British Cas and its partners will invest £100m, spread over 10 years.

British Aerospace, the aerospace and engineering group, will take a 40 per cent stake in a software company to be set up with Hindustan Aeronautics, the Indian aerospace company. The total equity investment is Rs50m (£1.35m).

The bilateral business discussion group was announced

by Mr Major after his talks with Mr Rao. It is to consist of British and Indian businessmen and will be chaired by Mr Robert Evans, chairman of British Cas. The group is to consider measures to promote two-way trade and investment and to report back to the two prime ministers at the end of the year.

Mr Howard Davies, director general of the CBI, welcomed Mr Major's help for exports. "We have been asking for more government help for exports for some time. Now we are getting it."

"The business community is very chippy. For many of them this [trip] has been a nice little earner."

Mr Major said in a speech last night that India's far-reaching economic reforms would continue to open up significant new opportunities for business and investment. At a banquet given by Mr Rao, Mr Major praised India's efforts to liberalise its economy.

He referred obliquely to the violence and political turmoil which has hit India since the destruction of the Ayodhya mosque, saying that Britain supported "the work of safeguarding the fabric of Indian life so successfully created over many years."

UK Parliament, Page 9

Maersk Navigator collision was the latest in a series of accidents

Malaysia's disaster warnings go unheeded in Strait of Malacca

By Kieran Cooke in Kuala Lumpur

EVERY 24 hours as many as 600 vessels, some small fishing craft, some 300,000-tonne tankers, pass through the 600-mile-long Strait of Malacca. It is one of the world's busiest shipping channels, a vital conduit of world trade.

Malaysia has been at the forefront of efforts to have the strait better policed. It has warned that sooner or later an environmental disaster will occur. Dr Mahathir Mohamad, the Malaysian prime minister, has talked of "a state of near lawlessness" in the area.

Last week's collision involving the Maersk Navigator supertanker was only the latest in a series of accidents in the strait in recent months. Last September a collision between a tanker and a container ship resulted in 13,000 tonnes of crude oil being spilled, much of it on the beaches of Malaysia. In August 10 passengers were drowned after a collision between a cruise liner and a fishing trawler off the Malaysian coast.

Attempts to improve controls in the waterway are hampered both by differences between the three adjacent states - Malaysia, Singapore and Indonesia - and by international law.

Singapore, while it has rigid



anti-pollution regulations of its own, does not want to take action that might deter shipping from the region and jeopardise its position as one of the world's main shipping hubs. Singapore is now the world's largest container port.

Indonesia has a scant resources to spend on any proper policing measures which would cover its waters stretching across an area wider than the US.

Malaysia says the littoral states of the Strait of Malacca should not have to pay for pollution caused by others. Mr Abdullah Ahmad Badawi, foreign minister, addressing the United Nations General Assembly last year, said international

The Danish owners of the Maersk Navigator, the fully-laden supertanker involved in a collision at the northern entrance to the Strait of Malacca last Thursday, said yesterday that a fire on board was being contained and that oil leakage from the vessel had been reduced, writes Kieran Cooke.

The supertanker, which was carrying nearly 2m barrels of crude oil, is being kept out at sea and towed to an area about 80 miles west of the northern tip of the Indonesian island of Sumatra and about 60 miles south of the Indian Nicobar Islands.

maritime law and regulations had to be revised to take account of modern conditions and to ensure that all those using the Malacca Strait shared responsibility for pollution and safety problems.

"When such accidents occur, we have to do the cleaning up - which is a financial burden - as well as ensure the sudden harm and destruction to our marine resources... this is too much for the poor littoral states to bear alone."

Malaysia has suggested that ships passing through the strait pay a levy for each journey. There have also been calls for a proper traffic separation scheme, with designated shipping lanes.

Shipowners are likely to resist any move which would impose greater costs on their operations. The Strait of Malacca is an international waterway and a levy system or traffic control scheme cannot simply be imposed by the surrounding countries.

The other very prickly problem in the area is piracy. While recorded acts of piracy in south-east Asian waters decreased last year, attacks still occur. In one recent attack pirates boarded a container ship, killing the British captain and his first mate.

In another incident some time ago pirates boarded a supertanker, tied up its crew and left it drifting, unpowered. While there have been efforts by Indonesia, Singapore and Malaysia to try to fight the piracy problem, these have been hampered by regional sensitivities and questions of sovereignty.

Most pirates are believed to operate from bases in Indonesia but both Singapore and Malaysia are reluctant to lay the entire blame on their powerful neighbour.

Malaysia has called an international conference next month to discuss some of these problems. "If things go on as they are there is going to be a disaster," said one Singapore-based shipping expert. "If it's not happening right now, it's just a question of time."

UN tries to fix Angola talks date

LUANDA was without mains water for a second day yesterday after rebel sabotage of the supply system left the Angolan capital of 2m with only bottled supplies, Reuter reports from Luanda.

Diplomats said United Nations peace observers were trying to bring the military commanders from the MPLA government and Unita together in Addis Ababa later this week to discuss tattered May 1991 peace accords, but nothing firm had been set. One official said Unita had been hedging on a date.

In Cape Town, South African Foreign Minister Pk Botha reported that Mr Jonas Savimbi, Unita leader, planned to send a delegation to the Ethiopian capital and was ready to sign a ceasefire.

Mr Botha said Mr Savimbi had told him in a telephone conversation yesterday morning that he was ready to participate in the political process in Angola in a peaceful manner.

Luanda residents suffering in the summer heat washed with bottled mineral water or in the sea because of what police said was Unita sabotage on a supply system just outside the city on Sunday.

State radio said it could be a couple of weeks before water was fully restored to the city. The radio reported relentless battles over Huambo, Unita's headquarters in the central highlands, and in southern Menongue and central Kuito. It said government forces had captured a Unita general and a South African but there was no

independent confirmation. Mr Lopo do Nascimento, Angola's minister without portfolio, said in the South African capital, Pretoria, that the Angolan war was unwinnable.

UN officials in Luanda said the Security Council was due to discuss the fighting yesterday, but officials in New York said no debate was scheduled. Secretary-General Boutros Boutros Ghali has proposed reducing the UN presence to a minimum and withdrawing peace monitors if there are no firm steps towards peace.

The Angolan government fears a UN withdrawal will lead to more fighting. The undeclared war began in earnest earlier this month following Unita's rejection of the results of elections in September and its seizure of some 75 per cent of Angola.

Foreign Minister Venancio de Moura has flown to New York to lobby for the UN to stay. Diplomats believe the government is more willing to talk now that it is on the defensive after the loss of the second most important oil centre, Soyo, and its inability to take Huambo, despite two weeks of intense bombing.

State media reports say Unita is preparing to attack Cabinda, which produces two-thirds of Angola's 550,000 barrels a day of oil.

The US government, which supported Mr Savimbi during his 15-year civil war against the MPLA, on Sunday warned him not to touch American companies or citizens in Cabinda.

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Uzbekistan's president tightens his grip on the opposition

The former Soviet republic retains the closed atmosphere of the old USSR, writes Steve LeVine

WITH the political trial of Mr Abdumamonob Pulatov that resumed in the Supreme Court today, Uzbekistan President Islam Karimov is tightening a crackdown that has effectively silenced political debate in the former Soviet republic.

Mr Pulatov, a leader of the opposition movement Birlik (unity), stands accused of insulting Mr Karimov, a crime carrying a possible six-year prison sentence.

The trial is expected to conclude today.

In another important trial last week, the Supreme Court outlawed Birlik for three months. The crime was "intent" to organise public demonstrations, which are banned in Uzbekistan. The ban against Birlik, coming after months of arrests, disappearances and beatings, leaves Uzbekistan's chief opposition party moribund.

Last Tuesday a member of



President Karimov: crackdown has silenced political debate

Birlik's ruling presidium, Mr Alim Karimov, who is not related to the president, was spurned away by unidentified men and has not been heard from since.

Another critic, Islamic Renaissance party leader

Abdullah Utah, disappeared last month.

"The living standard is so bad now that they are afraid of a social explosion. That's why they want to eliminate all organised opposition," said Mr Shukhrat Ismatulayev, Birlik's co-chairman.

It is true that life has become tougher for Uzbekistan's 20m people since the Soviet Union collapsed over a year ago. The price of some basic items has risen 100-fold, while monthly wages have gone up only 50-fold, to about 3,000 rubles (about £440).

But the tight grip maintained in Uzbekistan and throughout former Soviet Central Asia probably has more to do with inherent conservatism than with fears of a social explosion.

More so than any of the 15 former Soviet republics, the five Central Asian republics retain the closed, inflexible atmosphere of the former

USSR. Kazakhstan, Turkmenistan and Kyrgyzstan maintain different shades of political and economic rigidity, with a new, hardline government having recently taken power in Tajikistan.

But resource-rich Uzbekistan is the least changed from the Soviet period. President Karimov tries to keep matters under his sole control, through a combination of political repression and, despite public statements to the contrary, an almost obstructionist approach to foreign investors.

Foreign businessmen grouse constantly about the problems of obtaining decisions. Mr Karimov insists on oversight of the tiniest details, which sometimes include even the design of luncheon invitations.

They also say that investment policy, though seeming liberal as written into law, is still vague. But it is Mr Karimov's political crackdown that



has recently attracted the greatest attention recently.

In its yearly human rights report, issued last week, the US State Department said Uzbekistan was "responsible for significant human rights abuses".

"The regime's heavy-handed control of the political process... was a major impediment to further progress and left in doubt its commitment to democratisation," the State Department said.

The report also said, "despite government denials, the frequency of assault on opposition political figures, with the assailants never being apprehended, suggested government involvement".

Mr Pulatov, Birlik's human rights committee leader, was abducted by the Uzbekistan KGB at a human rights convention in neighbouring Kyrgyzstan last month.

The government accuses Mr Pulatov of defaming President Karimov during a demonstration at Tashkent State University last January in which three students were killed.

According to the government case, Mr Pulatov gave a student a placard containing Mr Karimov's photograph and told him to carry it in the demonstrations. Underneath the photograph was the caption: "Here is a beast that devours its own children."

But in the first three days of testimony last week, the three government witnesses - all of them students - offered contradictory accounts.

One student testified that he had no idea whose placard it was.

A second said Mr Pulatov was part of a large group of students, all of whom handed the placard. Only the third, Mr Jalol Gadayev, testified that he saw Mr Pulatov himself produce the placard for the student to carry.

Ramos ends telecoms monopoly

PRESIDENT Fidel Ramos yesterday confirmed he had ordered the end of a monopoly by the Philippine Long Distance Telephone Co (PLDT) by authorising competitors to operate in the country, Reuter reports from Manila.

He said he had made the order after learning that in Manila alone about 600,000 telephone applications had been pending for years.

Ms Josefina Lichauco, under-secretary of the Department of Transportation and Communications, said recently she remained determined to break up the telephone monopoly by allowing interconnection of services.

PLDT accounts for 94 per cent of the Philippines' telephone industry.

Companies wanting to compete have found it difficult to operate because of the high cost of laying down their own networks and PLDT's resistance to interconnection.

NEWS: UK

Sluggish lending casts doubt over economy

By Emma Tucker,
Economics Staff

A WEAK rise in bank and building society lending last month suggests that the lowest UK base rates for 16 years have done little to entice companies and consumers to take on new borrowing.

Weak M4 lending, and the prospect of further heavy job cuts in some sectors, yesterday cast new doubt on the strength of the economy.

But reports of improved optimism among businesses, further signs of a slight upturn in the housing market and buoyant growth of cash in circulation, indicated some sort of recovery may be underway.

Yesterday's mixed signals on the UK economy will not make it any easier for Mr Norman Lamont, the chancellor, to decide whether to cut base rates below 7 per cent ahead of the Budget on March 16.

Bank of England figures showed that M4 lending rose by £0.3bn last month, an improvement on the November figure when lending fell by

Further signs of a slight upturn in the British housing market emerged yesterday in figures from the Building Societies Association showing a rise in the number of people committing themselves to taking out new home loans in December.

The number of net new commitments - when a borrower accepts an offer of a mortgage advance - rose to £1.987bn in December from £1.849bn in November. Gross mortgage lending increased to £2.242bn for the month, up from £2.087bn in November.

£0.6bn, but significantly less than economists' expectations.

The annual growth rate of M4 - notes and coins in circulation plus bank and building society deposits - was similarly sluggish. It hit a record low and dropped through the bottom limit of the government's recently announced monitoring range of 4.8 per cent.

M4 fell a seasonally adjusted 0.1 per cent on the month, to rise by 3.7 per cent in the year

to December. This compares with 4.6 per cent in the year to November.

By contrast narrow money, mainly notes and coins in circulation rose by 0.2 per cent in December, taking the seasonally adjusted annual growth rate to 3 per cent.

Mr Michael Saunders, an economist at the US investment bank Salomon Brothers, said the discrepancy between the two sets of figures could be explained by debt overhang.

"M0 captures those areas of the economy where debt is not a problem, while M4 and M4 lending capture the fragility of those areas of the economy, such as housing and business investment, that rely on expanding credit," he said.

Figures from the British Bankers Association yesterday confirmed the sluggish nature of lending. These showed total sterling lending by the 9 highest UK banking groups to the UK private sector fell by over £1.7bn in December, the second fall within four months.

Lex, Page 16

Jobless total could reach 500,000 during 1993, says Building Employers Federation

Construction industry fears 50,000 job cuts

By Andrew Taylor,
Construction Correspondent

A FURTHER 50,000 jobs are expected to be axed by the construction industry this year taking the number of jobs lost to half a million since 1989, according to a survey published yesterday.

Sir Brian Hill, president of the Building Employers Federation, said the industry had lost the equivalent of almost 600 jobs every working day, since summer 1989.

The confederation ques-

tioned more than 500 building companies about the outlook for output and employment during the next 12 months. Just under half of those questioned said they expected to announce more job losses by end of March.

Almost a fifth of companies report they were working at less than half capacity.

Sir Brian said the findings of the confederation's latest quarterly workload survey showed that the industry remained in deep recession despite one or two brighter signs.

These included a rise in the number of visitors to houses for sale. More than a quarter of companies has also recorded an increase in inquiries for work from potential customers compared with 21 per cent of reporting a fall. It was the first positive balance in inquiries since the second quarter of 1989, said the confederation.

The rise in inquiries and visitors still had to be translated into sales. As a result the industry was forecasting a further fall in output of 2 per cent this year, following declines of

6 per cent last year and 9 per cent in 1991.

"Whatever is happening in other sectors of industry, it is clear from these results that construction remains in serious recession," said Sir Brian.

"The key indicators of output and employment are still pointing firmly downwards and we have to face the appalling prospect that the construction jobless total will reach the half a million mark during 1993," Sir Brian said.

This would mean that the industry's labour force would have been cut by 30 per cent since summer 1989. More than 20,000 construction companies had failed during the period, half of them in last 12 months.

The confederation urged the chancellor to help construction by cutting interest rates reducing VAT for house improvements and abolishing stamp duty in the March Budget.

It also wants the government to extend the period for which it will allow 20 per cent capital allowances on industrial and agricultural buildings ordered before October 31 this year.

Weak demand for cars undermines motor trade

By John Griffiths

THE UK motor trade and industry could lose up to 50,000 more jobs in the 12 months to the middle of this year, bringing the total number to nearly 200,000 since the new car market crashed in 1990, an important motor body warned yesterday.

The tentative recovery being seen in car and commercial vehicle markets will peter out if the government raises taxes

and does not cut interest rates, the Retail Motor Industry Federation said in a pre-Budget submission to the Treasury.

The RMI, representing 12,000 dealers and other motor trade businesses, said it was dismayed by what it sees as the uncertainty injected into recovery hopes by the actions of the Treasury department, through "its continuous media soundings about the acceptability of some tax increase options".

Mr David Gent, the RMI's

director-general, protested that "encouraging pre-Budget speculation about tax changes is never a sensible way of conducting economic policy."

"In the present circumstances of continuing recession with as yet only some, though encouraging signs of possible recovery, to allow the process at all is utter stupidity. It has to stop and we ask the prime minister and chancellor to see that it is stopped today."

Mr Neil Marshall, the RMI's

director of economic affairs, said the government had already lost £3bn in taxation revenue arising from the slump in car sales since 1989.

Last year, only 1.594m new cars were sold, about 700,000 fewer than the record 2.3m of 1989.

Mr Marshall said sales could recover by 8 per cent to 1.67m this year. "However, to achieve this modest target it would be necessary for the chancellor to avoid tax increases, to stimu-

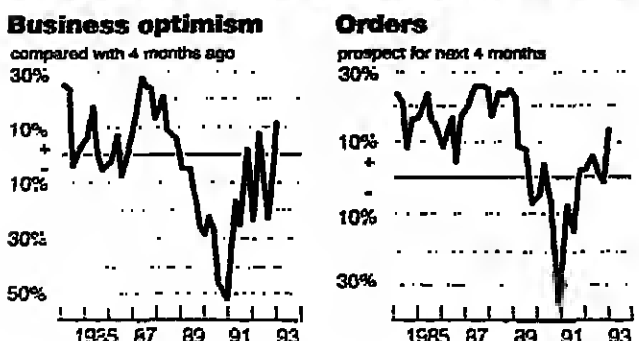
late confidence and to cut interest rates - we believe that a further cut of 1.5 per cent is feasible."

The RMI - which says the motor business is the biggest single contributor to tax revenues, totalling £20bn last year - said 7.8 per cent of the UK's remaining 7,000 franchised motor dealers would close or be sold off this year. Last year 8 per cent closed or were sold off, following 10 per cent in 1991.

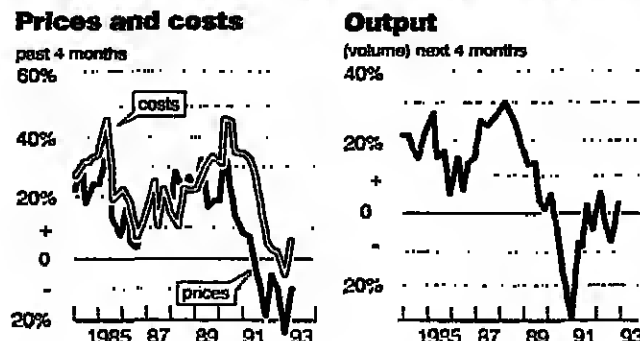
A mixed picture for manufacturers



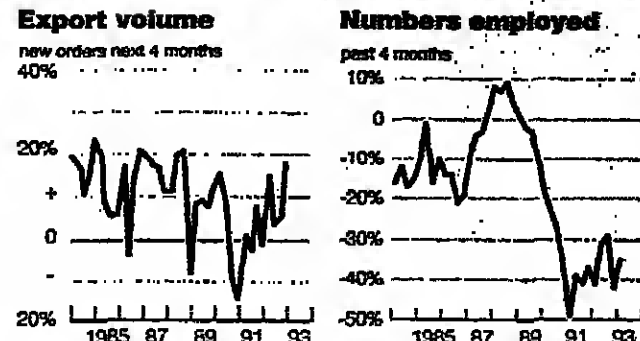
Companies are more optimistic about export prospects...



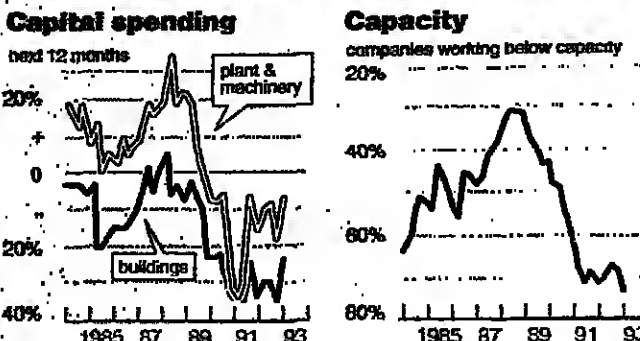
though factory employment and investment are continuing to fall...



and the proportion of companies working below capacity is at its highest for nine years



companies working below capacity



MANUFACTURING orders are continuing to fall, although at the lowest rate for 2 1/2 years, according to a report published yesterday by the Confederation of British Industry, writes Peter Marsh and Ralph Atkins.

Confidence about the business outlook has increased over the past four months, even though factory investment is still declining.

The proportion of companies operating below capacity is 73 per

cent, the lowest figure recorded in the CBI's quarterly industrial trends survey since January 1983.

Sir David Lees, chairman of the CBI's economics committee who is also chairman and chief executive of engineering group GKN, said the mood in industry was "more positive". Even so, there was no guarantee that the recession was ending.

He said that several times during the recession - notably in October 1991 and April last year - rising

business optimism had ended in a false dawn.

Mr John Major, heading a delegation of UK businessmen in India, said the rise in confidence was "dramatic" and that export growth would lead Britain out of recession. The prime minister said "one missing ingredient" needed to end the recession had been stronger confidence in business.

More than 1,100 companies answered questions in the survey. It

was conducted between December 21 and January 11.

In the past four months, 35 per cent of manufacturers said new orders were down compared with the previous four months, allowing for seasonal variations. Just 22 per cent reported an increase in orders, giving a negative balance of 13 percentage points. That compared with a negative balance of 28 points in the previous survey in October.

Manufacturers are more hopeful

about orders over the next four months, with a difference of 13 points between companies expecting orders to climb and those anticipating a fall.

Even though optimism about export prospects has changed little since October, the balance of companies expecting increased export orders over the next four months comes out at a relatively healthy 18 points.

The increased confidence among

manufacturers about exports sparked by September's sterling devaluation has been only feebly translated into actual orders. A balance of 11 per cent of companies said export orders over the past four months had declined, compared with the previous four months. That result was only slightly more encouraging than the reading in October of a negative balance of 19 points.

More companies expect to reduce

their spending on buildings and machinery over the next 12 months compared with those which think they will increase it. However the negative balance is lower than in October. The CBI expects total manufacturing investment in mid-1993 to be nearly 40 per cent below its peak in mid-1989.

Unit costs have increased only slightly since the last survey while the CBI says the squeeze on profit margins has remained tight.

Deutsche Bank aims to become UK clearer

By Robert Peston,
Banking Editor

DEUTSCHE Bank, the big German bank, has applied to become a UK clearing bank by joining CHAPS, the electronic system for clearing and settling high value bank payments.

If Deutsche is successful - and bankers said yesterday it was likely to be - it would become the first continental bank to have a clearing account at the Bank of England. Banks' debts and credits to each other obtained through CHAPS transactions are cleared at the end of each working day at the Bank of England.

It also emerged yesterday that another half dozen continental banks, including Credit Lyonnais, France's biggest bank, have made approaches to CHAPS with a view to possibly becoming clearer in London. A banker said two or three of these would probably become members.

Overseas banks have traditionally done their sterling clearing by using UK banks, such as Barclays or National Westminster, as their agents. They have had the right to join CHAPS for several years, but only Citibank of the US has exercised it.

Deutsche Bank's move appears to represent a vote of confidence in the future of London as a financial centre. Bankers said this was encouraging given that doubts had been expressed about the City of London's ability to remain the leading European financial centre following sterling's withdrawal last year from the Exchange Rate Mechanism and the government's lukewarm attitude to monetary union.

Deutsche's application to join CHAPS must be approved by the Bank of England and the Association for Payment Clearing Services, which groups all banks which clear sterling transactions.

BA and Virgin try to improve relations

By Paul Betts,
Aerospace Correspondent

BRITISH Airways and Virgin Atlantic last night took a significant step towards ending their bitter "dirty tricks" row and improving the badly damaged relationship between the two UK airlines.

A one and a half hour meeting between Sir Colin Marshall, BA's chief executive, and Mr Richard Branson, the Virgin chairman, was described by the two men as "a very good first step".

But both sides refused to disclose details of their talks which centred on Virgin's demands for compensation for the serious financial and commercial damage it claims to have suffered as a result of BA's covert activities.

Further meetings will be held between executives from both airlines "to resolve outstanding differences" over the next few weeks.

However, the two sides appear increasingly anxious to

prevent any further escalation in the long running dispute which centres on BA's earlier attempts to undermine its smaller rival.

Although Mr Branson appears to have had the upper hand throughout the dispute, neither side believes it can risk prolonging what could become a lengthy and damaging feud for both airlines.

BA is in the throes of establishing a partnership with US Air, the sixth largest US carrier, which could be destabilised by any further legal action taken by Mr Branson. BA is also keen to restore its international reputation at a time when it is pursuing its ambition to become a global airline.

Mr Branson believes the affair has already taken up too much time, money and resources of his airline. Any US anti-trust suit against BA would prove a lengthy and costly affair without any guarantee of Virgin's success.

Lex, page 16

MPs report calls for coal subsidy

THE All-party report on the coal industry will call for a £5 a tonne subsidy to British Coal as the centrepiece of a plan to relieve up to 20 of the 31 pits under threat of closure, writes Ivo Dawney and Michael Smith.

The subsidy will allow an additional 20m tonnes to be produced over and above a planned output of 40m tonnes for two to three years.

In total the cost for 60m tonnes will amount to £300m a year, though this will fall as the pits become more productive and competitive in world market. The Commons' trade and industry committee suggests that between 18 and 20 could avoid shutdown at least in the short term.

The report will influence Mr Michael Heseltine, the trade and industry secretary, as he prepares his own solution to the controversy over the coal industry which erupted with the announcement of the pit closures last October.

Hoover unveils tough deal at Glasgow plant

By Robert Taylor,
Labour Correspondent

HOOVER, the American domestic appliance group, yesterday revealed details of the sweeping union deal struck at its plant near Glasgow which it believes can turn its loss-making European operations back into profit.

The radical agreement, formally announced yesterday between the company and the Amalgamated Union of Electrical and Engineering Workers (AUEW) at its 1,000 strong Cambuslang vacuum cleaner production plant, is designed to make it one of the most cost effective in Europe. The changes will double annual output to around 1.8m units.

The company confirmed yesterday 400 new jobs will be created at the plant. This will mean the closure of production facilities at the company's Dijon plant in France with the loss of 600 jobs and the transfer of work to Cambuslang.

Mr Bill Froust, the compa-

ny's European president said the Cambuslang agreement safeguarded the plant's future and was designed to improve the company's operating costs.

He added that the company's decision to concentrate vacuum cleaner production all at Cambuslang was because total manufacturing costs are 25 per cent less there than at the Dijon plant.

The 31 clause agreement is far-reaching in its assertion of managerial authority, although Hoover accepts continuing union recognition at the plant. It requires worker flexibility with the elimination of all restrictive practices and local union agreements.

Employees will work as directed by the supervisors and a new common job description will be introduced. Union activity is to be reduced and there will be less scope for industrial action.

Pay rates will be frozen until January 1994 and the current premium shift rate is to be cut by 23 per cent to 133 per cent.

Britain in brief



Workplace accidents 'cost £15bn'

Workplace accidents and ill-health cost Britain £10bn-£15bn a year, with employers bearing £4bn-£9bn of the expense, according to an investigation due to be published in the spring by the Health and Safety Executive.

There is evidence that employers are seriously underestimating the true cost of accidents and wrongly assuming they will be fully covered by insurance, Mr John Rimmington, HSE Director General, said.

"Boards of directors need to take full and proper account of what these events are actually costing them," he says. The estimates are the first attempt to put a realistic price-tag on occupational injuries and ill-health since the discovery in 1981 that official figures were seriously flawed.

the UK government's withdrawal from short term export credit insurance.

British Gas in new row

Sir James McKinnon, the director general of gas supply, has asked British Gas to justify what he termed "apparently arbitrary cuts" in capital spending, triggering a fresh row between himself and the company.

Evidence of an investment cutback was presented to Sir James at a meeting with the Society of British Gas Industries whose members are British Gas' main suppliers. They claimed that British Gas had made an arbitrary cut of 10 per cent in all its investment plans four to five months ago.

Sir James said that "claims by British Gas that it can no longer afford essential investment are nonsense."

Mr Norman Blacker, managing director of gas business, said: "We are disappointed that once again the regulator has gone public with views on the company without first discussing the issue with us."

Higher lottery sales forecast

The amount of money the planned National Lottery could raise has been seriously underestimated, according to Opax International, the security printing group, which supplies tickets for 40 state lotteries around the world.

It says suggestions that ticket sales could be £1.5bn a year in the UK are much too low - sales could exceed £3bn and continue to climb "with the right product mix."

Touche Ross sheds jobs

Touche Ross, the UK's sixth largest accountancy firm, is to shed about 20 partners at the end of its financial year in mid April.

The action is believed to have been partly driven by the economic pressures on the firm, in line with that on most of the country's accountants during the recession.

هكذا من العمل

Keep the scissors out

UK Prime Minister John Major is stepping up his campaign to reduce red tape with the announcement of a cabinet seminar next week, to force ministers to produce plans for action. But as the company featured here illustrates, well-intentioned bureaucrats have planted a fearsome thicket of regulation around business.

The Growing Business Page will highlight over the next few months businesses

entrapped by red tape. It will award a bottle of Laurent-Perrier pink champagne to each one featured.

The owner-managers of independent businesses are invited to describe their experiences - on no more than two sides of A4 please. Letters should be addressed to Charles Batchelor, Growing Business Correspondent, Financial Times, Number One, Southwark Bridge, London SE1 9HL.



Bud Ellis: 'Government is pilorying responsible people instead of getting to grips with the real criminals'

Cutting red tape

AFTER 22 years in business, Bud Ellis, managing director of Flexi-pak - a manufacturer of individual portions of jams and sauces - decided to take out liability insurance for himself and his two fellow directors. The weight of legislation affecting companies, particularly those in the food sector, and the penalties attached, persuaded Ellis, reluctantly, to act. He is now resigned to paying an annual premium of £2,825 to cover himself, his wife Ann, and sales director James Puttick.

"I came back after Christmas and decided that we had to bite the bullet," says Ellis. "We are very insurance-minded but this is a chink in our armour. We will have to cover the extra overhead." Taken in isolation, an insurance premium of £2,825 is not a large sum even for a company the size of Flexi-pak. The New Milton, Hampshire-based business has sales of £1.3m and employs 12 people, including the three directors. But it comes on top of a growing raft of other burdens which absorb time and money.

New waste control legislation (designed to reduce fly-tipping), which came into effect last April, means Ellis has had to fill in a form from the company which removes his refuse describing what sort of waste his company produces.

This legislation simply involved Ellis in filling in a few boxes on a form, but the Control of Substances Hazardous to Health legislation has involved much more work. Ann Ellis, who deals with most of the red tape, says the directors had assumed COSHH applied only to the

products they package.

But while she was talking to the environmental health officer about another matter the conversation turned to COSHH. "He picked up a bottle of Tipp-Ex corrector fluid and said that if we used it we were covered by the legislation." This has led to Ann Ellis compiling a list of 35 potentially harmful products, their contents, application, manufacturer's reference number and possible effects.

The products involved include a spray glue, marker pens, Jif cleaner, Brillo pads, disinfectants, de-icer, paints and methylated spirits. In some instances Ellis had to write to the manufacturer to obtain the information needed for her files. "This is an insult to our intelligence," says Bud Ellis.

The Food Safety Act, which came into force in January 1991, does apply to the products Flexi-pak makes. To comply the company has drawn up a detailed product specification and a description of the procedures the company follows to maintain food hygiene. The Worcester Sauce entry runs to three pages. "We have spent hours on this," says Bud Ellis. "Customers we have dealt with for years have been on to us for extra information. I am not saying we should not do this but it all leads to extra work."

Extra work - and cost - are also involved in the Electricity at Work regulations. This requires businesses to maintain electrical equipment and wiring in a safe condition.

Ellis has asked his electrician to produce a register of electrical equipment and to carry out annual inspections. But he is not convinced of the need. "We have had no problems with our electrical equipment in 22 years," he says.

Ann Ellis's bulging files have

recently been joined by a packet of leaflets on the changes to the VAT rules brought about by the creation of the single European market. Under the rules Flexi-pak will be responsible for collating its own VAT data and filing trade information to Customs & Excise.

Because the company imports more than £135,000 in goods, it will be required to fill out a more detailed monthly form.

Administering the VAT system has already caught the company out once. The company reclaimed VAT twice on the same invoice of nearly £4,000. This error happened when it was moving its records from one computer to another but was picked up during a VAT audit 18 months later. Last July Customs imposed a serious misdeclaration penalty which, with interest charges, amounted to £1,000.

Bud Ellis says the double claim was a genuine mistake, the first significant VAT error the company had made, and feels Customs' response labelled him and his fellow directors criminals. Resentment of the serious misdeclaration penalty is widespread and pressure from business has led to a reduction in the severity of penalties and review of its workings.

The continual accretion of new legislation and the growing number of laws which can lead to directors facing criminal charges is a source of considerable concern to many small businesses. "Government is pilorying responsible people instead of getting to grips with the real criminals," comments Bud Ellis. "We are the soft touch."

● The Health & Safety Executive said that products covered by the COSHH regulations could be dangerous in certain situations. Solvents used to make, for example, corrector fluid, are also used in adhesives. In sufficient quantity in enclosed areas, these have led to deaths.

A previous article in the series appeared on December 15.

Once the economy starts to come out of recession there will be owners of private businesses whose thoughts turn to selling their company. Acquisitions of private companies are expected to increase in 1993, according to one recent survey.

But if you are contemplating the sale of your business you must adopt a professional approach, warns Geoffrey Dalton in What is Your Business Worth?

You will probably only sell one business in your life so you will not have the opportunity to refine your sales techniques. The skills you learned in, for example, marketing, pricing, systems, are unlikely to be of any help, he notes.

Yet there is a good chance you will be up against a professional buyer or buying team. Many public companies have assembled formidable merger and acquisition teams who have probably bought six businesses already in the past year.

"Their pace, systematic approach, assurance, presentation and, indeed, bonhomie are awe-inspiring," writes Dalton. "For them this is just another day and just another deal. For you, in contrast, it is an emotional parting of the ways."

The buyer's approach may start with an offer which you cannot sensibly refuse. You will be encouraged to think of how you might spend the money and urged to sit back while he does all the hard work.

Once you are hooked the would-be buyer will ask for additional information - on markets, pricing, costs, products. It will obviously be necessary for the buyer's team to meet your key employees and before you know where you are your whole team is dedicated to producing reams of information, all of which must be checked and cross-checked.

Soon you start to accept the fact that the sale is all but sewn up. Your employees begin to realize their loyalty and imagine their vastly enhanced career prospects under the new owner.

At this point, when everyone is aboard, the squeeze starts. The buying team discover, to their surprise, that there is more slow-moving stock than they first thought, there are doubtful debts and they will need to invest more capital than originally envisaged.

You begin to convince yourself that they are doing you a favour by taking the company off your hands. It is logical, therefore, in deference to their own sharehold-

Staying one step ahead of the pack

Charles Batchelor looks at tips on how to handle the sale of your company

Sources of advice

Adviser	Selling method	Negotiating the deal
Accountant	26	5
Banker	5	-
Lawyer	-	-
Estate agent	5	5
Chartered surveyor	-	5
Franchisors	-	5
Business broker	-	5
None	84	75

Source: Imperial College Management School, London

ers, that they cannot continue with their original offer.

At this point you are exhausted, your staff's loyalties are divided, your sales drive has faltered because everyone has been busy with the negotiations. Legal and accountancy fees are mounting.

How did this happen? You realise you were so dazzled with the initial offer that you did not approach other potential buyers or challenge the original bidder's assumptions. You allowed it to become a one-horse race.

The scenario may appear exaggerated but this type of conduct is not at all unusual, says Dalton. To avoid it arising the business owner must decide their own objectives and priorities.

They must establish a target price and an acceptable minimum price; decide the form and timing of the payment; consider whether they are willing to remain involved in the business after the sale; and decide which assets are to be included in the sale.

Most owners of a private company have only a very hazy idea of

what it is worth, often based on golf club locker room gossip or comparisons with the prices achieved by completely dissimilar businesses sold in a very different economic climate.

Obtaining a realistic valuation will not only help the owner to be prepared for a bid approach but will show whether the business is making an acceptable return. One family-owned business run by a delegated management team was paying a dividend of £40,000 a year, a fraction of the £300,000-£400,000 the shareholders could have earned from a similar investment in government securities, Dalton notes.

Ultimately, the value of your company depends on what a buyer is willing to pay. A "jigsaw buyer" who is assembling a national network and needs your business to complete the picture, is likely to offer the best price. But you cannot value your business on this basis. You will have to calculate your value to a predictable buyer.

If you are considering selling your company you may need to make changes well in advance. If the business is too dependent on your daily presence it may have little value to another owner once you have sold out. You may need to delegate more to managers and offer them equity.

You may also need to reduce the amounts you take out of the business to enable investments and improvements to be made with the increased retained profits. If your accounting procedures have been designed to minimise profits you may need to adjust them. You will need to do this well in advance. A sudden adjustment which shows a sharp uplift in value will make buyers suspicious.

Where do you turn for advice on valuations and on handling a sale? Dalton, a specialist in the purchase and sale of unquoted companies, is not surprisingly sceptical of the skills of non-experts. Among these he includes the smaller accountancy firms, the family solicitor and the bank manager. Unless they handle a large number of deals, they will not have the specialist skills required and may well learn at your expense, he warns.

A survey by the Imperial College Management School in London showed that most vendors do not use any outside adviser and while accountants are the most common source of help even the large firms handle relatively few deals each. This lively guide meets a clear need.

*Kogan Page, 120 Pentonville Road, London N1 9JN. 176 pages, £12.95.

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Old established profitable welding gun manufacturer to the U.K. and overseas car industry seeks an outstanding chief executive with proven profit responsible track record to develop and grow the business. The products and markets are mature and someone with inspiration, contacts and a marketing flair is sought to build upon the Company's current base, with a view to an ultimate trade sale or float. The right person will be expected to invest money into the business in return for an equity stake.

Please reply in confidence to Box A4687, Financial Times, One Southwark Bridge, London SE1 9HL.

Clients with a new production unit in Poland and many active business customers throughout the E.E.C., together with two production units in the U.K., require an investor to join with them to exploit fully the enormous potential of their operation. Anticipated profits in Deutsch Marks of not less than 1.5 million for 1993 and rising.

Please, in the first instance, contact
Dennis Archer, Bisset & Brown,
Chartered Accountants, 1 Lower Tower Street,
Newtown, Birmingham B19 3NH.

FOR SALE

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Luxurious 8-Seater Private Box with many Facilities Including Advertising and Car Parking

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Until End of Season 1998/1999
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Principals Only Should Apply With Offers In Writing To: Box A4686, Financial Times, One Southwark Bridge, London SE1 9HL.

INVESTMENT OPPORTUNITIES

Venture capital company has more worthwhile proposals (£0.5 - £2.0M) than present resources can fund, seeks alliance with joint venture partners interested in unlisted transactions on a deal by deal basis. Principals only.

Write to Box A690, Financial Times, One Southwark Bridge, London SE1 9HL.

Very large plc with solid core business is seeking to expand its Test House activities into related business areas. Of particular interest would be opportunities in Environmental Consultancy and Consumer Goods Testing, where solid, professional support would be of benefit. Start-ups, buy outs and mergers will be considered. Write to Box A8271, Financial Times, One Southwark Bridge, London SE1 9HL.

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Has signed contracts with various metal producers in CIS and is ready to sell the following in 1993:

- steel billets, hot rolled coils, reinforced concrete, rebar plain, cold rolled coils, heavy plates (of more than 12mm thickness), cast iron, galvanized steel sheet.

Every product has export licences and can be sold CIF or FOB.

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Fax: (095) 195 14 31 (Moscow) (095) 945 6204 (Moscow) (011) 341 1884 (Zurich)

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of a recently acquired PLC involved in Manufacturing, Distribution and Retailing, seeks non-executive posts/tutorial assignments. Proven successful track record.

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We have an urgent need for a wide variety of stocks to service our overseas markets. We are looking for textiles, consumer goods, raw materials, manufacturing plant and equipment, in fact anything from A-Z. Nothing is too large to be considered. We are guaranteed export, secured payment, total confidentiality, contact:

Robert Warner Limited, Warner House,
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Fax: (091) 432 0835 Telex: 681472 WERNER G

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- CUSTOM JEWELLERY
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PLEASE CONTACT IN WRITING: QUEENSBORO GULF INVESTMENTS LIMITED, P.O. BOX 179, DE CAPIAZAN HOUSE, THE GRANGE, ST PETER PORT, GUERNSEY, CHANNEL ISLANDS

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Fax: 081 449 0505

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PC spreadsheet valuation model, as used by venture capitalists. £49.95 + VAT.

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28 Grosvenor Street, London W1X 9PE
Tel: 011-917 9711 Fax: 011-917 6002

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Telephone: 0224 626283 Fax: 0224 626268
Second Venture PLC, 11 Thistle Place, Aberdeen, AB1 1LZ.

CHANNEL ISLANDS

Offshore Company Formation and Administration. Also Liberia. Panama & BVI tax total offshore facilities and services.

For details and appointment write to:
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2-6 Belmont Rd, St Helier, Jersey, J1.
Tel: 0534 787774. Fax: 0534 35401
Telex: 419222 CORDON C

PARTNERSHIP

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Experienced short or long term management of these properties throughout the SOUTH OF ENGLAND

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Small but growing international business in growth market seeks corporate or financially experienced investor to achieve known potential.

Please write to Box A8274, Financial Times, One Southwark Bridge, London SE1 9HL.

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£300K development capital for small, successful and growing security products company. We supply to large commercial installations and have an impressive customer list. Principals only.

Write to Box A4707, Financial Times, One Southwark Bridge London SE1 9HL.

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experienced in corporate & financial restructuring, seeks challenging opportunity. Capital available.

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Write Box A8268, Financial Times One Southwark Bridge, London SE1 9HL.

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We are a licensed real estate broker in Finland. Prices start at \$200,000 with no limit, yields from 7 to 14% p.a.

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We are a licensed real estate broker in Finland. Prices start at \$200,000 with no limit, yields from 7 to 14% p.a.

Turun Talokulma Oy / Turku Housing
Fax: 358-21-514024

WANTED USED SHOP & CATERING EQUIPMENT. We are keen to purchase a wide range of redundant equipment related to the retail and hotel trades. Particular interests are free standing shelves and catering equipment. Please call Ian Fraser on 0244 538608 ext 4.

SEARCH MANAGERS/DIRECTORS required for business development services. Suitable investment opportunity, which is linked to career development prospects. Managerial/financial background desirable. CV to MD, ABC Group, 24 First Lion Street, London, WC1R 4BA. Tel: 071 831 6191.

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BUSINESSES FOR SALE

How many opportunities do you have to buy into the government building maintenance sector?



The proposed sale of the five PSA Building Management Businesses offers purchasers an opportunity to acquire a significant share of the market for managing property and buildings on behalf of the UK Government. All of the businesses offer a comprehensive range of building consultancy and management services to the public and private sectors.

Key features include:

- a significant and established customer base within the MOD and other Government Departments and an in-depth knowledge of their building management requirements and procurement procedures;
- a range of complementary services that is not known to be available in-house from a single private sector organisation; and
- substantial future contracted workload, based on contracts of up to 5 years in length.

BM Manchester

- projected income of approximately £59 million for the current financial year
- projected staff numbers of 1,550 as at 31 March 1993, of whom some 600 are professionally or technically qualified and 400 are skilled craftsmen.

Northeast

- projected income of approximately £53 million for the current financial year
- projected staff numbers of 1,300 as at 31 March 1993, of whom some 580 are professionally or technically qualified and 215 are skilled craftsmen.



BM Scotland

- projected income of approximately £32 million for the current financial year
- projected staff numbers of 930 as at 31 March 1993, of whom some 300 are professionally or technically qualified and 240 are skilled craftsmen.

BM South East

- projected income of approximately £78 million for the current financial year
- projected staff numbers of 1,660 as at 31 March 1993, of whom some 600 are professionally or technically qualified and 200 are skilled craftsmen.

BM South & West

- projected income of approximately £89 million for the current financial year
- projected staff numbers of 1,650 as at 31 March 1993, of whom some 800 are professionally or technically qualified and 300 are skilled craftsmen.

For further details, contact Andrew Jordan, Coopers & Lybrand, Embankment Place, London WC2N 6NN. Telephone No: 071 213 1107, Facsimile: 071 213 1330.

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Coopers & Lybrand Solutions for Business

MAGAZINE TITLES

Southern Magazines Limited

The Joint Administrative Receivers N J Vooght and J M Ireland, offer for sale as part of the assets of Southern Magazines Limited, the following titles.

Vending International

- Principal features include:
- monthly magazine
- annual revenue of £201,677
- published since 1987
- circulation - 6,500 copies per month, rolling circulation 11,000 names and addresses.

Vending Manual

- Principal features include:
- annual journal
- annual revenue of £63,995
- published since 1989
- circulation - 1,000 copies.

Kent Life

- Principal features include:
- monthly county magazine
- annual revenue £209,185
- published since 1962
- circulation - 3,000 copies.

Business in Kent

- Principal features include:
- monthly magazine
- annual revenue £148,680
- published since 1978
- circulation - 8,000 copies.

The above magazines continue to be published. Archives and back issues are available. Other titles available for sale include: Her Majesty's Consul List • World Vending • Kent Core Retirement Homes Directory • Office Retirement Service News • Surrey Life.

For further information, please contact Nigel Vooght or Douglas Peniston at Coopers & Lybrand, Orchard House, 10 Abdon Place, Maidstone, Kent ME14 5DZ. Telephone: 0622 672981. Fax: 0622 662053.

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Coopers & Lybrand

FOR SALE
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On The Instructions of
The Mortgagees
KINGSCLEAR, CAMBERLEY,
SURREY

DUAL REGISTERED HOME

FOR 32 PERSONS
A substantial detached property which has been the subject of extensive alterations and extensions and is now virtually purpose built. The House is currently dual registered for 32 persons, 33 Residential & 49 Nursing and is arranged to provide residents accommodation in 74 beds.

Subject to obtaining the necessary approval the House could be registered for purely Nursing, TFO approx £36,500 per month.

Other levels.

Closing date for Tenders:

12 Noon, Friday 12th February 1993.

Tender brochures available upon request.

Goadsby & Harding

0202 299300

20-43 St. Vincent Street, Birmingham, B2 4PP

MIDLANDS

MANUFACTURING

COMPANY FOR SALE

• Annual turnover - £2.5m

• Manufacturing components for the shipbuilding industry

• Own range of bonded niche market equipment

• MOD and export work

• 45,000 sq ft leasehold premises within easy access of Midlands motorway complex and docks

• Plant fully tested and equipped

• Skilled workforce

Please reply to Box A4682, Financial Times, One Southwark Bridge, London SE1 9HL

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BUSINESS AND ASSETS Of solvent and insolvent companies; for sale. Business and Assets. Tel: 071 262 1164 (Mon-Fri)

INTERNATIONAL TAXATION

The Financial Times proposes to publish this survey on

18 February 1993

Should you be interested in acquiring more information about this survey or wish to advertise in this feature please contact:

Sara Masoo

Tel: 071 873 3349

Fax: 071 873 3064

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

STEPNEY

GROUP PLC

and Subsidiary Companies
(In Administrative Receivership)

The Joint Administrative Receivers offer for sale as going concerns the businesses and assets of Stepney Group PLC and its trading subsidiaries, all based in Beverley, North Humberside.

Stepney Limited

- Specialist building contractor offering integrated design and build services to local authorities and housing associations
- £20 million turnover
- £2.5 million work in progress
- £13 million order book
- BS 5750 Quality Assurance approval
- Vacant leasehold office premises in Morley, Leeds
- 130 employees

Stepney Group PLC

- Holding Company
- Freehold offices and factory premises on B acre site in Beverley

Stepney Homes Limited

- Residential housing developer
- 20 acres of part completed and undeveloped sites in North Humberside

Stepney Cast Stone Co. Limited

- Specialist manufacturers of precast concrete and reconstructed stone
- UK licensed manufacturer of segments for the mini-tunnel system
- £1 million turnover
- 45 employees

Stepney Services
(Beverley) Limited

- Industrial and domestic plumbing and heating contractors
- Local Authority approval
- £2 million turnover
- 25 employees

For further details contact the Joint Administrative Receiver
Michael Hore

or Jeremy Carter or Mark Burke at the companies premises on 0482 867867

ROBSON RHODES

PO Box 15, St George House, 40 Great George Street, Leeds LS1 3DQ. Telephone: 0532 459631. Fax: 0532 452623

Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business

LEONARD CURTIS

BY ORDER OF THE JOINT ADMINISTRATIVE RECEIVERS
DAVID SWADEN FCA & DERMOT J. POWER FCA

HUNT PEAT (UK) LIMITED

Offers are invited for the business and assets of the above company as a going concern. It's main activity is that of high quality post processing and bagging.

- Situated at Pembroke Dock, Dyfed.
- Ideal location for import of Irish Peat.
- Fully integrated factory unit incorporating latest technology.
- Turnover of £0.5 m, with considerable further potential.
- Branded Products and broad customer base.
- Long leasehold Land and Buildings.
- Factory and Office of 25,000 sq ft.
- Extensive site of 1.5 acres.

Enquiries should be addressed to Paul Keeley at:
Leonard Curtis & Partners, Chartered Accountants
Peter House, Oxford Street, Manchester, M1 5AB
Tel: 061 236 1955 Fax: 061 228 1929

THE BUSINESS SECTION
Appears Every Tuesday & Saturday.
To advertise please contact Karl Leynton on 071-873 4780
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Wholesale Distributor

in USA for Sale

6 Branches +. Specialising in cables, connectors & associated products for computer networks, telecommunications & security (fiber optics). Owner Hal Handler at Plaza On Hyde Park between Jan. 28th & Feb 5th. Call for questions and/or appointment.
Tel: 071 262 5022
Fax: 071 264 8566

Sole proprietor of very successful

and profitable high-tech PR consultancy wishes to discuss merger with or sale to larger organisation in the same field.
Gross turnover £1/4M.

Write to Box A4683, Financial Times, One Southwark Bridge, London SE1 9HL.

Limehouse
TELEVISION

The Joint Administrative Receivers of Limehouse Television Limited offer for sale:

- The freehold of a purpose built fully equipped television studio complex.
- Adjoining two acre development site.

The facilities at Wembley consist of two studios, each 6,500 sq. ft. Both have their own suite of control rooms and comprehensive lighting rig. Raising the acoustic dividing wall provides 13,500 sq. ft. of uninterrupted space, making this studio one of the largest in Europe.

Within the complex there are all the facilities required to make productions, including dressing rooms, make-up and costume rooms, props and set storage, car-parking, canteen and bar facilities.

The premises are located close to Wembley's sports and entertainment complex and within easy access of transport facilities.

For further information, please contact: AV Lomas Esq., Joint Administrative Receiver, Price Waterhouse, No.1 London Bridge, London SE1 9QL. Tel: 071-939 3888.

Price Waterhouse



Water Sports Centre and Restaurant

Northampton

The Joint Administrative Receivers offer for sale the business and assets of Grendon Lakes Limited. The company provides water based leisure activities plus bar and restaurant facilities.

Principal features include:

- Attractive 140 acre freehold site.
- Established Membership.
- Four lakes for water skiing, windsurfing, fishing etc.
- Clubhouse incorporating restaurant, bar, changing facilities and living accommodation.
- Planning permission for manager's house.

For further information contact the Joint Administrative Receiver, Myles Helley, KPMG Peat Marwick, Spencer House, Cliftonville Road, Northampton, NN1 5BU. Tel: 0604 34480. Fax: 0604 32297.

KPMG Corporate Recovery

HOUSE BUILDERS, PROPERTY DEVELOPERS AND SHOPFITTERS

Omega Group plc and its subsidiaries

The Joint administrative receivers, D J Stokes and E Kiangka, offer for sale the business and assets of this well established group of house builders, property developers and shopfitters.

Principal features of the business include:

- Three residential building sites in South Yorkshire and North Derbyshire, with planning permission for approximately 90 plots to be completed.
- Residential conversion situated in South Yorkshire, currently with planning for four large units.
- Commercial development site near Sheffield centre, with permission for 40,000 sq.ft office block with substantial car parking.
- Commercial property to be refurbished with planning approval for 40,000 sq.ft office accommodation with substantial car parking.
- Grade II listed group headquarters of 9,000 sq.ft, partly income producing.
- Fully equipped shopfitting workshop (leasehold).

For further information please contact David Stokes, Joint Administrative Receiver, at Coopers & Lybrand, 1 East Parade, Sheffield, S1 2ET. Telephone: 0742 729141. Fax: 0742 588202.

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Coopers & Lybrand

MANUFACTURER/SUPPLIER STEEL PIPE FITTINGS

Robert Hipkiss Limited

The Joint Administrative Receivers John Powell and David Wilson, offer for sale the business and assets of this West Midlands based manufacturer and supplier of steel pipe fittings.

Principal features of the business include:

- Turnover £3.8m
- established blue chip customer base
- freehold premises - approx 1.75 acres
- convenient to motorways
- well equipped works producing to BS, DIN, ISO standards
- highly skilled, experienced workforce.

For further information please contact John Powell or Kevin Haycock at Coopers & Lybrand, 43 Temple Row, Birmingham B2 5JT. Telephone: 021 200 4000. Fax: 021 200 4040.

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CARPET WHOLESALERS

N H O'Reilly and S B Ryman, Joint Administrative Receivers offer for sale the business and assets of

BEACON CARPETS LIMITED

Principal features include:

- Turnover for year to 30 June 1992 in excess of £1.3m
- Skilled & reliable workforce
- Leasehold premises in Poole, Dorset
- Extensive Range of Stock, Plant & Machinery
- Business established for over 30 years

For details contact Nick O'Reilly or Brian Walshe at

Rothman Pantall & Co
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Clareville House,
26/27 Oxendon Street,
London SW1Y 4EP
Tel: 071 930 7272
Fax: 071 930 9849

Nalin Industries SDN BHD (Receivers and Managers Appointed)

Offers are invited for the purchase on an "as is where is" basis of a PALM OIL REFINERY in Pasir Gudang, an industrial estate situated in the state of Johor, located in the southern region of Peninsular Malaysia. Assets offered for sale include the following:

- Physical refining and fractional crystallisation plants (capacity of 60,000 tonnes per month)
- Leasehold land (approximately 9 acres)
- Office and factory buildings, storage tanks, steam boiler house, etc
- Steam boilers and cooling towers
- Spare parts and maintenance equipment

For further information, please contact: John Davis, Price Waterhouse, No 1 London Bridge, London SE1 9QL. Telephone: 071-939 3900. Fax: 071-939 5566 (Reference MCB/JG.)

Price Waterhouse

Curtain Walling Manufacturer

Capital Aluminium Systems Limited (In Liquidation)

Stirling, Central Scotland

Established in 1978, the business embraces the design, fabrication and installation of a comprehensive range of aluminium framed glazing products, specialising in curtain walling.

- Heritable property c15,500 sq. ft.
- Good access to motorway system, 45 mins. to Edinburgh and 35 mins to Glasgow
- Comprehensive equipped manufacturing and fabricating facility
- In-house design facilities including CAD
- April-October 1992 turnover £2.2 million

For further details contact the Liquidator: DD McGruther, Grant Thornton, 112 West George Street, Glasgow G2 1QF. Tel: 041 332 7484. Fax: 041 333 0581.

Grant Thornton

The U.K. member firm of Grant Thornton International. Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

MANUFACTURER OF OFFICE FURNITURE AND SCREENING

Arlington Business Furniture Limited

The Joint Administrative Receivers, Robin Addy and Mark Pello of Coopers & Lybrand, offer for sale the business and assets of the above company.

Principal features of the business include:

- 50,000 sq ft leasehold premises in Milton Keynes
- 1992 turnover in excess of £2 million
- Current sales order book of approximately £1.4 million
- Well known brand names including Appleline, Kewfax Dried, Sculpture and Kinderflex
- Extensive range of owned production machinery
- Skilled and experienced workforce.

For further information, please contact the Receivers or Keith Morgan at Coopers & Lybrand, Central Business Exchange, Midsummer Boulevard, Central Milton Keynes MK9 2DF. Telephone: 0908 682489. Fax: 0908 692065.

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Coopers & Lybrand

FOREST GRANGE

HORSHAM 4 MILES J11-M23 5 MILES

CIA circa 24,000 sq ft plus outbuildings

Formerly in school use and suitable for

Training school
Conference Centre
Residential Conversion
Hotel
subject to planning permission

In all about 148 acres

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NURSING HOME (REGISTERED FOR 40) OLDHAM, GTR MANCHESTER

Overlooking park, convenient town centre/motorway network. Turnover £245,000 per annum. Detached property.

VIEWING ESSENTIAL. Freehold £975,000. Ref: 1273

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FOR SALE

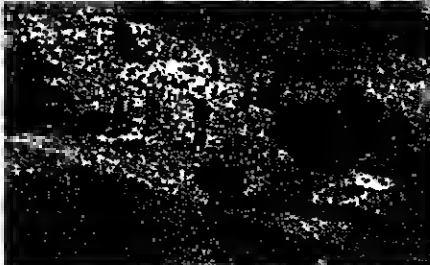
MEDIUM SIZED NOTTINGHAMSHIRE HOSIERY COMPANY Turnover £1.2 million and profitable.

Production capacity £2.4 million. Own dye plant facilities. Customer base

— mainly high street retail. Enquiries to Box A4678, Financial Times, One Southwark Bridge, London SE1 9HL.

WINCHESTER, HAMPSHIRE

Nursing Home — Registered for 83



Substantial period property in glorious parkland setting. High average fees. Approx. 33,000 sq ft net floor area. Attractive formal gardens. River frontage. Coach House and Paddock. In all 160 acres.

Freehold going concern £1,350,000 Ref. 3873810

For further information please contact Craig Woolham

CHRISTIE & CO

0962 844 455

On the instructions of Adrian Stanway, Joint Receiver & Manager THE WEBBINGTON HOTEL & LEISURE CLUB

Loxton, Axburgh, Somerset



Year round commercial operation, with 60 letting bedrooms, conference facilities for over 1250 and 100 cover restaurant. Leisure Club with 470 independent members. Grounds extending to 7 acres incorporating car parking and possible expansion opportunity. Turnover 26th October 1990-31st December 1992 in excess of £3.8 million, VAT inclusive.

Offers in excess of £1.5 million, freehold.

Reference 348544

For further information contact: Stephen Coles, 0272 744566 Nick Barber, 071 486 4231

Cork Gully

CHRISTIE & CO

CORPORATE DIVISION

COSMETICS

Famous Brand For Sale

An opportunity has arisen to acquire an exclusive and highly respected brand of skin care and colour cosmetics. First established in 1912, the name has famous associations and an impressive history.

We are offering world trade mark and manufacturing rights for outright sale.

Please write to Box A8273, Financial Times, One Southwark Bridge, London SE1 9HL.

FOR SALE

Well established independent electrical wholesalers situated in Leicester.

Prime Location. Excellent Gross Profits. Contact Box No. A8275, Financial Times, One Southwark Bridge, London SE1 9HL.

FOR SALE

Satellite Business Profitable Company Located in East Germany • Turnover DM 3.2 million in 1992 • Profit in the region of DM 350,000 • Founded in November 1990 • Sold at 4 times profit Enquiries to Box A4696, Financial Times, One Southwark Bridge, London SE1 9HL.

FR Cass Limited

(In Administrative Receivership)

The Joint Administrative Receivers offer for sale the business and assets of the above company on a going concern basis.

The company is an old established Specialist Jobbing Foundry capable of producing up to 10 ton castings, with its own machine shop and its own pattern shop.

- Current turnover approximately £600,000 per annum.
- Substantial freehold property in Bury, Lancashire of approximately 1 acre and is ideally situated only 1/2 mile away from the motorway network.
- 2 coke fired cupolas.
- Full cranes for all departments.
- 20ft deep casting pit within the main foundry.

For further information please contact:

JJ Cleave or A C O'Keefe, Arthur Andersen, Bank House, 9 Charlotte Street, Manchester M1 4EU Tel: 061 200 0277, Fax: 061 200 0343

ARTHUR ANDERSEN

ARTHUR ANDERSEN & CO. SC

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SOFTWARE HOUSE PERFORMANCE PRODUCTS

- 3 main products, MVS on-line reporting tool, screen response tool, data storage performance tool
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TECHNOLOGY

Talking in digital tongues

What do the phrases "recognising speech" and "wrecking a nice beach" have in common? Nothing, is the obvious answer. Yet both phrases are acoustically identical. So how can a smart computer (which can hear and speak) spot the difference?

Computer researchers involved in speech translation technology face this question every day. But they are making progress, as an experiment is designed to show this week in Munich.

It will link three sites in the US, Germany and Japan by telephone and allow conversations to be simultaneously translated by using speech synthesizers, computers and digital telephone signals.

Conversations cannot carry more than 600 pre-defined words and must be continuous and flawless. But the system is speaker-independent - it can recognise any voice, regardless of intonation and accent.

"Within the last year or so, such technology has become less of a utopian dream. We are moving into practical uses," says Alexander Waihele, a professor at Germany's Karlsruhe University who, with colleagues from Carnegie Mellon University in the US and the Advanced Telecommunications Research Institute International in Japan, is conducting the experiment.

The results stem from a decade of research in which other companies have also been active. AT&T, the US telephone group, presented at last year's Seville World Fair a system which translates some 200 words but remains speaker-dependent. Nippon Electric Corporation also funds such research.

Recent progress in the field has attracted the interest of Germany's Siemens, which partially funds Karlsruhe's work. But most funds are from the state. The German government is spending DM13m (£5.3m) annually over eight years. ATR enjoys funding from Japan's Post and Telecommunication Ministry.

Ariane Genillard

Blanche Cosgrove's Christmas decorations should have been above suspicion. But when police in her home town of Lancaster, Pennsylvania found the only sound they could pick up on their police radios was "Jingle Bells", the Cosgrove household fell under scrutiny.

There, investigators found a musical ornament decorated with three plastic reindeer with illuminated noses. Unknown to Cosgrove, the decoration had emitted a signal on the police radio frequency and the signal was amplified by a local radio repeater antenna.

Fortunately, the police department found the incident amusing rather than criminal. But says Stephen Kirk, managing director of Radio Frequency Investigations, which tests equipment for electromagnetic noise, it vividly demonstrates how emissions from the smallest electrical or electronic gadget can interfere with important equipment, often causing serious problems and even threatening lives. "People often think that because a product is small or cheap it won't cause interference, but it does," he says.

Most of the time, electromagnetic interference is an irritant - for example, causing the "snow" on television screens when an old-fashioned electric drill is used - rather than a killer. The catalogue of actual disasters caused by such interference is slim: disrupted railway signalling, satellites veering off course and manic Japanese robots killing factory workers are well-worn examples. During the 1991 Gulf conflict, interference also caused an electronically-controlled missile to fire accidentally.

But as the number of electronic gadgets increases, from the latest

The impending regulations have Britain's smaller companies up in arms. They say they cannot afford to comply with the new regulations

mobile phone to the whizziest food mixer, so does the potential for disaster. And on a commercial level, as computer systems proliferate, so does the potential for computer discs to be corrupted and data destroyed.

In a European-wide move to cut down this electronic smog, the European Community has issued regulations regarding electromagnetic interference. These say that from January 1 1996, all manufac-

Della Bradshaw reports on the battle to stamp out electro-magnetic interference from the airways

Silencing the kitchen gadgets

turers and users of electrical or electronic equipment will have to ensure that their equipment does not interfere with other machines, nor is it susceptible to interference. The penalty for non-compliance is a fine or even a prison sentence.

But the impending regulations have Britain's smaller companies up in arms. They say they cannot afford to comply with the new regulations.

Systek Controls, for example, finds itself in a dilemma faced by many small electronics companies. It employs nine people and makes control systems for machinery as diverse as food processing plant and machine tools. "Basically our customer would have a machine which was 20 or 30 years old but was mechanically sound. However, it would need a new electronic control system. The company would come to us for that," explains managing director Robert Bent.

As a result, most of the pieces of equipment Systek makes are one-off designs, ranging in price from between £800 and £30,000. Testing each piece of equipment to ensure that it complied with the regulations would cost at least £2,000 - in many cases more than the equipment costs today to buy. And that assumes the equipment passes the test the first time.

To head off criticism, the Department of Trade and Industry in the UK has issued a document for smaller companies offering a cheaper option - self-certification. Companies choosing this route only have to say they believe their equipment complies with the standards.

Bent believes even this is a headache. "We ought to be able to self-certify - but can we? One of our biggest problems is finding out what we can and can't do. It has to involve extra work and one of our shortest resources is time."

Others are not so charitable. Colman Twohig, who runs his own company, Twohig Electric Services, describes the self-certification route as "ridiculous" in law. "Why have a law and then say that you're allowed to break it if you can't afford to comply with it?"



He likens it to Britain's MOT test for older cars. What would happen, he asks, if car owners who could not afford to test their cars were allowed to bypass the procedure by stating simply that they believed the car to be road-worthy?

After 1996 - when the self-certified equipment is in use - Twohig believes a small company would have no defence in the case of a prosecution if found to have breached the rules.

Kirk argues that companies can minimise such risks by ensuring good design practice and by doing partial testing on component parts which appear in all their products.

Victor Clements, sales and marketing director of Interference Technology International, of Swindon, believes another way of cutting costs is to take out a technical file on a family of products, which could be done for as little as £1,000, and claim compliance of other products on the grounds of similarity.

It is all a question of risk analysis, argues Kirk. For a company which produces just one piece of equipment, there is little chance of interference and therefore self-certification is appropriate.

A company which produces thousands of television sets, on the other hand, would be in far greater

danger of polluting the airwaves and therefore should do more thorough testing, both before and during production.

Twohig, however, believes that testing is the only route to ensure compliance. And, he says, the best solution would be for the DTI to give grants to smaller companies to subsidise testing. But the DTI has ruled out such a scheme.

John Redfern, of another one-man company, JR Engineering, also believes testing should be the rule, but that certain categories of equipment should be declared exempt. These would include prototypes and small production runs. A good rule, he says, would be to say that if the cost of testing were more than one-tenth of the revenue from the product family then the equipment should be exempt.

The self-certification scheme could also undermine one of the big bores put forward for electromagnetic testing - that testing would guarantee the quality of the product. Equipment which has undergone testing will automatically bear the "CE" sticker - a sign that the product meets the required European standard.

"Companies look at the CE mark as a mark of quality, particularly in the Far East," points out Clements.

Now the DTI has confirmed that companies that opt for self-certification will also be able to use the CE sticker. "That means the CE mark means absolutely nothing," concludes Redfern.

Twohig, Redfern and Bent are not the only ones concerned about the problems for small companies. The UK-circulated Electronics Weekly magazine has initiated a campaign asking smaller companies to get in touch if they have similar problems.

In the month the campaign has been running nearly 100 people have aired their grievances. "There is a groundswell of concern among small electronics companies," says assistant editor Paul Gregg. He says trade magazines in France and Germany have noted a similar swell of complaints there.

Critics of small businesses say it is the companies' own fault and that they should have heeded DTI warnings over the past years that the regulations were about to be introduced. Clements, for example, points out that his company has done more work for US companies, wanting to sell into Europe, than for British ones.

Kirk is more sympathetic. He believes the economic climate has done little to encourage small companies to look into the issues of electromagnetic compatibility. "If you're not sure that you're going to be around in a year's time then you're not going to worry about rules which will come into effect in four years, are you?"

How to manage ideas

Having a good idea is one thing. Making it work commercially is quite another. Among his multinational companies, the awareness of the importance of managing technology is well developed, but its practice still causes plenty of headaches.

Nearly 90 per cent of executives at multinationals think their businesses need some form of education in this area.

Their concerns centre on the strategic incorporation of technology in business, the shortening of product development life-cycles and the speedier adoption or abandonment of technologies.

The findings come from a survey by Decision Resources (a former affiliate of Arthur D. Little, the US consultancy), Management Centre Europe and American Management Association International. It was carried out among 120 executives of multinationals, based mostly in Europe and the US, at a seminar in Boston.

The main obstacle to the proper management of technology is an emphasis on short-term thinking, followed by internal competition over priorities, the need to justify new technologies financially and lack of communication.

Most executives believe a clearer definition of short- and long-term goals would help. Other solutions include placing higher priorities on the development of technology, and improved communications. Almost all say their company has taken steps to pay more heed to technology management.

Among these are: sponsoring staff education programmes; creating a senior position for technology management; and decentralising research and development. Innovation is not enough; commercial exploitation is just as important. As John Kay, economics professor at the London Business School, said last week: "The real difficulty lies in turning innovation into competitive advantage."

Andrew Fisher

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The FT proposes to publish this survey on March 18 1993.

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LEGAL NOTICES

FTI (OVERSEAS HOLDINGS) LIMITED

IN THE MATTER OF THE COMPANIES ACT 1986
NOTICE IS HEREBY GIVEN, that the Liquidator of the above-named Company, which is being voluntarily wound up, is required, on or before the 1 March 1993 to send to their full Christian and Surnames, their addresses and descriptions, full particulars of their debts or claims, and the names and addresses of their creditors (if any) to the undersigned, Graham Ord of Messrs. Ernst & Young, PO Box 1, 5 Colindale Avenue, London NW9 1QH, the Liquidator of the said Company, and if so required by notice in writing from the said Liquidator, to appear personally or by their solicitors at such time and place as shall be specified in such notice, or in default thereof they will be excluded from the benefit of any distribution made before such debts are proved.

Please note that this notice is purely formal. All known creditors have been or will be paid in full.
Dated this 18 day of January 1993
Graham Ord
Liquidator

Notice of Appointment of Joint Administrative Receiver
J MCCARTHY PUBLIC WORKS CONTRACTORS LIMITED
Registered number: 130625. Nature of business: Engineering. Trade classification: 07. Date of appointment of Administrative Receiver: 14 January 1993. Name of person appointing the Administrative Receiver: Kenneth Westmoller Bank Plc. Joint Administrative Receiver: N J Voyle (office holder number 8339), C J Hughes (office holder number 2041), Cooper & Lybrand, PO Box 202, Orchard House, 10 Alden Place, Macclesfield, Cheshire SK14 5DZ.

IN THE MATTER OF FIRST TECHNOLOGY PLC AND IN THE MATTER OF THE COMPANIES ACT 1986

Notice is hereby given that a Petition was on the 11th January 1993 presented to His Majesty's High Court of Justice for the reduction of the capital of the above named company from £2,625,000 to £2,000,000 and the reduction of the Company's share premium account from £1,328,714 to £2,514,120. And notice is further given that the said Petition is directed to be heard before His Honour Judge at the Royal Courts of Justice, London, W.C.2, at 11 o'clock on Wednesday the 3rd day of February 1993. Any creditor or shareholder of the Company desiring to oppose the making of an Order for the confirmation of the said reduction of capital and the said reduction of share premium account should appear at the time of hearing in person or by Counsel for that purpose. A copy of the said Petition will be furnished to any such person requiring the same by the undersigned Solicitors on payment of the regulated charge for the same.

Dated this 26th day of January 1993
Victoria Nathanson
30 St James Street
London
W1K 5PL
Tel: 071 493 9933
Ref: LPO/CH/97/994
Solicitors for the Petitioning Company.

IN THE MATTER OF FALCON CONTAINER LINE LIMITED AND IN THE MATTER OF THE COMPANIES ACT 1986

NOTICE IS HEREBY GIVEN that the Liquidator of the above-named Company is intending to make a final distribution on 20 February 1993. Creditors of the above-named Company are to send their names, addresses and particulars of their claims to the undersigned, the Liquidator of the Company at Ernst & Young, Becket House, 1 Lambeth Palace Road, London SE1 7BU. The Liquidator intends to make that distribution without regard to the claims of any person in respect of a debt not already proved.

D J Fallon
Liquidator
21 January 1993

The Insolvency Act 1986
Notice of Appointment of Administrative Receiver

Building Supplies Group PLC
Registered Number 1833489
Formerly registered as:
Building Supplies Group Limited
Building Supplies Group Limited
TO ALL CREDITORS

I, A R Bloom of Ernst & Young, Becket House, 1 Lambeth Palace Road, London SE1 7BU hereby give notice that on 19 January 1993 I, A R Bloom and I was appointed by National Westminster Bank Plc, administrative receiver of the above-named company under the powers contained in a deed and floating charge dated 17 September 1984.

A R Bloom
Joint Administrative Receiver
Dated 20 January 1993

Insolvency Act 1986 (447)(1)(a)
Notice of Appointment of Joint Administrative Receiver

FALCON CONTAINER LINE LIMITED
Registered number: 172816. Nature of business: Shipping/Service of Post Mails. Trade classification: 36. Date of appointment of Joint Administrative Receiver: 18 January 1993. Name of person appointing the Joint Administrative Receiver: TSB Bank PLC. DAVID ROBERT WILTON and IAN HAPPER CARPENTERS, Joint Administrative Receiver (Office holder nos 3708 and 814) Cooper & Lybrand, 45 Temple Row, Birmingham B2 3ST.

E & S GRAY & SONS (ENGINEERING) LIMITED

NOTICE IS HEREBY GIVEN, pursuant to Section 48(2) of the Insolvency Act 1986, that a petition of the unsecured creditors of the above named company will be held at the offices of John Rhodes, The Galleries, Station Road, Crawley, West Sussex, BN8 9LT, on the 3rd day of February 1993 at 10.00am for the purpose of having laid before it a copy of the report prepared by the administrative receiver under Section 48 of the Act. The meeting may, if it thinks fit, establish a creditors committee to oversee the functions conferred on it, by or under the Act.

Creditors are only entitled to vote if:
(a) they have delivered to us at an address shown above, no later than 1200 hours on the business day before the meeting, written details of the debt they claim to be due, and the claim has been duly admitted under the provisions of the Insolvency Rules 1986; and
(b) there has been lodged with us any proof which the creditor intends to rely on in the hearing.

Dated this 26th day of January 1993
J. R. BURGESS & SONS
John Administrative Receiver
Creditors may obtain a copy of the report, free of charge, on production to us of the relevant proof of debt. A copy of the report will also be made available to creditors at John Rhodes, The Galleries, Station Road, Crawley, West Sussex, BN8 9LT.

ANGLO DUTCH SHIPPING COMPANY LIMITED

IN THE MATTER OF THE INSOLVENCY ACT 1986
NOTICE IS HEREBY GIVEN that the creditors of the above-named company, which is in creditors' voluntary liquidation, are required, on or before 19 February 1993, to send to their full Christian and Surnames, their addresses and descriptions, full particulars of their debts or claims, and the names and addresses of their creditors (if any), to the undersigned J. D. C. Lovett of Arthur Andersen & Co., 1 Victoria Square, Birmingham, B1 1BD, Liquidator of the said company, and, if so required by notice in writing from the said Liquidator, are personally to appear at such time and place as shall be specified in such notice, or in default thereof they will be excluded from the benefit of any distribution made before such debts are proved.

D C Lovett, Joint Liquidator

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FINANCIAL TIMES

THE WORLD'S LEADING BUSINESS NEWSPAPER

مركز الأعمال

Oral hearings on pension equality



The European Court of Justice will today begin the oral hearings in the *Coloroll Pension Trustees* case, along with test cases from Germany and Holland which raise similar issues.

The court must decide whether equality is required only for pension benefits earned by service before or after that date.

The difference in the cost of these interpretations to British pension schemes has been estimated at £40bn.

In the *Barber* case the ECJ ruled that the EC equal pay rules were applicable to pension claims, but only from the date of that judgment. In 1992, this restriction was enshrined as a protocol in the Maastricht Treaty.

The court will also have to decide whether the equal pay requirements of the Rome Treaty ban the use of mortality tables which reflect the differing life expectancy of men and women. If they do, annuities, tax-free lump sums, money-purchase benefits and transfer values will all have to be calculated on a unit basis. This is a requirement of the Equal Rights Amendment in the US, but not usual in Europe.

As a measure of how important this case is to EC governments, the court will hear submissions from 16 parties including the UK, Ireland, Holland, Germany and Denmark.

Joined Cases C-109/91, C-152/91 and C-200/91: *G C Ten Oever v Stichting Bedrijfspensioenfonds voor het Glazenwassers*, January 26, 1993.

Restriction on consumer protection under the Brussels Convention
In a case involving the Brussels Convention, the European Court refused to allow a third party to benefit from the Convention's consumer protection rules, even though that third party was relying on rights assigned to it by the consumer who had entered into the contract in dispute.

Under the Brussels Convention rules, consumers are entitled, exceptionally, to bring an action in the courts in which they are domiciled - the general convention rules being that proceedings must be brought in the jurisdiction of the defendant's domicile.

The case before the court concerned a contract between a German judge and the brokerage house of E.F. Hutton of New York to carry out certain financial transactions on the judge's behalf. Almost all the money invested was lost.

Every order placed by the judge was initially dealt with by the brokerage's German branch. The judge assigned his rights under the contract to a German company. This company brought the action in question against the brokerage house.

The court did not consider whether the original contract would have benefited from the convention's consumer protection rules. Instead, it restricted itself to stating that the rules in question, being exceptions from the main principle of jurisdiction in the convention and that it was clear that the rules were only meant to benefit those parties who were not in a position of equality vis-a-vis their co-contracting party.

Thus, the plaintiff in this case, who was not the original consumer, could not benefit from the special consumer protection rules.

C-39/91: *Shearson Lehmann Hutton Inc v TVB mbH*, ECJ FC, January 19, 1993.

ECJ jurisdiction over EFTA Customs Commission

The ECJ ruled last week that it was competent to give a preliminary ruling on the decisions of a customs commission, established under the European Free Trade Agreement, even though the acts of the commission were not binding and were incapable of giving rise to rights which could be relied on before the national courts.

C-188/91: *Deutsche Shell Aktiengesellschaft v Hauptzollamt Hamburg-Harburg*, ECJ GCH, January 21, 1993.

Reliance on transitional provisions
The court dealt with two cases involving Portuguese transitional provisions for the progressive adjustment of its alcohol state monopolies.

C-76/91: *Caves Neto Costa v Minister for Commerce and Tourism and the Secretary of State for Foreign Affairs*, ECJ FC, January 19, 1993.

C-361/90: *Commission v Portugal*, ECJ FC, January 19, 1993.

BRICK COURT CHAMBERS, BRUSSELS

On January 5, B&S Underwriters, a Louisiana-based insurance company, filed a lawsuit in the US District Court for West Louisiana that will provide the first test of copyright protection for insurance policies.

The outcome of the case brought by B&S against two US subsidiaries of Kansa Corporation, the Finnish insurance giant, will be watched by the insurance industry worldwide with great interest.

Victory for B&S could produce a torrent of litigation in the US as insurance companies seek to enforce intellectual property rights over insurance products that they have taken out with increasing frequency over the past decade in the struggle to gain competitive advantage in the multi-billion dollar US insurance market.

According to B&S's lawyer, Mr Peter Tryna of the Chicago law firm Keck, Mahin & Cate, 10 years ago there were less than 300 federally registered trademarks approved for insurance in the US. Today there are more than 1,200. There has been a similar rise in the number of copyright registrations. From 1978 to 1991 there were only 1,500 copyright registrations relating to insurance forms; today there are more than 10,700. Some companies have also successfully obtained patent protection for computer support systems for insurance products and services.

The driving force behind this trend is increased competition in the industry, he says. Insurance companies can no longer afford to spend millions of dollars developing and launching new products only to have them copied by competitors and sold against their own products in the marketplace.

The increased willingness of US courts to recognise intellectual property rights over financial products, combined with a new awareness among insurance companies that intellectual property law provides a powerful tool for protecting their innovative ideas and products will have a profound impact on the insurance industry, he predicts.

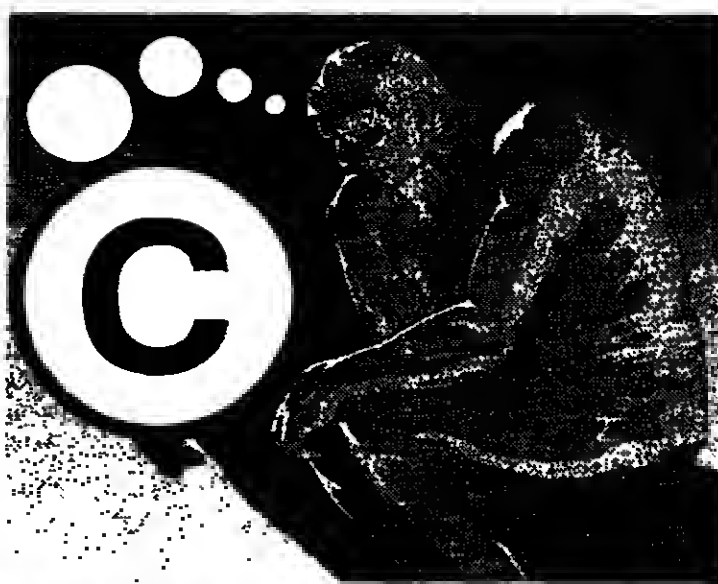
Those who infringe intellectual property rights risk destruction of all their infringing policies and damages running into millions of dollars.

The increase in the number of insurance companies seeking intellectual property protection for their new products dates from the passing of the 1976 US Copyright Act. According to Mr Tryna, before the Act came into force the courts proved very reluctant to uphold copyright protection for insurance forms.

A number of insurance companies with copyrighted insurance forms sued companies that had allegedly

Insurers lay claim to their policies

Robert Rice and Richard Lapper on a test case for intellectual property



copied their products and lost. The US courts adopted the doctrine that where an underlying idea could only be conveyed in a more or less stereotyped manner, duplicating it did not constitute copyright infringement even if there was word-for-word copying.

Since the 1976 Act was passed, however, beefing up federal copyright law, there have been several cases where courts have found infringements of copyright in relation to other financial products.

In 1982, in a case brought by Dow Jones, a court ruled that a list of stocks in an index was protected by copyright. In 1985 Merritt Forbes, a securities underwriter and marketer which had registered a copyright for its reoffering circulars and supplements for tax-exempt municipal bonds, successfully sued Newman Investment Securities and others for infringing the copyright by using substantially copied documents in an offering.

To date, however, no court in the US has found an infringement of copyrighted insurance forms. The B&S case involves an innova-

tion in US workers' compensation insurance which B&S claims to have pioneered by splitting a standard policy into two, allowing companies, such as life, accident and health insurance groups, not previously involved with workers compensation, to provide cover.

B&S registered copyrights for essentially every public document covering the innovation, including its policies, underwriting guidelines, advertising and even its filings with the state insurance commissioners.

In addition it has six pending applications to register service marks used in connection with the product and it has filed a patent application for a computer system used to support the product and methods for making and using it.

B&S is not alone in combining intellectual property protections in this way to safeguard insurance innovations. The Chubb Corporation and its subsidiaries has at least one patent, 44 federal and 29 state trademark registrations and 150 copyright registrations. Lincoln National Insurance has one patent.

58 federal and 35 state trademark registrations and 89 registered copyrights.

"It took a great deal of effort and expense to create and launch our innovation and shepherd it through state regulators," says Mr William Wolfe of B&S. "Like those in other industries, we have used intellectual property protections to safeguard our innovation and we have licensed the rights to market it. All we want is protection from those who would otherwise use our work without incurring the expense and risk of pioneering a new product."

The complaint against the Kansa subsidiaries, Clarendon National Insurance Company and Sterling Investors Life Insurance, is that, having entered into discussions with B&S about the possibility of selling, in Louisiana, a standard workers' compensation policy that would complement the B&S product, and having induced B&S to reveal confidential information about its new product, Clarendon broke off negotiations and teamed up with Sterling to market competing policies based on B&S's trade secrets and in breach of the B&S copyrights.

B&S are claiming an injunction to prevent Clarendon and Sterling marketing their competing products, and are seeking destruction of all infringing policies, triple damages for willful infringement and recovery of any profits resulting from the misappropriation of the B&S product.

According to another Keck partner, Mr Bruce Foudree, industry leaders will be watching this test case very closely. "To promote creativity and innovation in the insurance industry, those who bring new products to the market must be protected," he says.

But judging by their reaction to news of the case, insurers in the London market are not expecting the controversy to spill over into either the UK market or the London market, a focus for much of the world's commercial insurance and reinsurance industry and traditionally a centre of innovation.

"It seems very odd. When we launch a new policy we assume it has a shelf life of only a few weeks," said a spokesman for one of the large Anglo-American insurance brokers based in London.

"We assume we have six months before everybody else catches up," Mr Alistair Gillies, a partner at City law firm Elsburne Mitchell who specialises in insurance law, said there would be difficulties in asserting copyright over an insurance policy wording.

"As far as I am aware no one has ever tried to do it in the UK. It would be unlikely to happen here because of the difficulties in proving a wording was unique," he said.

LEGAL BRIEFS



Lawyer loses sex discrimination fight with US firm

Ms Nancy O'Mara Ezold, a US lawyer who successfully sued her former employers on the grounds that she had been passed over for partnership because of her sex, has lost her case on appeal.

The 3rd US Circuit Court of Appeals reversed the 1990 decision of US district judge James McGirr Kelly against Ms Ezold's former employers, Wolf Block Schorr and Solis-Cohen, the Philadelphia law firm. Judge Kelly had "impermissibly substituted his own subjective judgment for that of Wolf in determining that Ezold met the firm's partnership standards", the court said.

The case was the first of its kind to go to trial involving a law firm. Ms Ezold was following Ms Ann Hopkins who in 1989 had successfully sued accountants Price Waterhouse because she was passed over for partnership after she was evaluated by male partners as too "macho".

An interesting feature of the Ezold case was that instead of seeking damages she wanted Wolf to be forced to take her back as a partner. Ms Ezold's attorney says she will appeal.

BLB is 21

Congratulations to the FT's Business Law Brief, entering its 21st year of publication today. It is still edited by Dr A H Hermann, the FT's former legal correspondent, who started it in 1972 as the FT European Law Letter and maintains its robust criticisms of the shortcomings of the machinery of justice. In the January issue, a judge of the German Federal Supreme Court surveys the expanded jurisdiction of the court after unification and the Clinton administration's likely law policy is examined. BLB is published by FT Newsletters, 126 Jermyn Street, London, SW1Y 4JL.

PEOPLE

Prudential appoints outside all-rounder

The Prudential has broken new ground in the appointment of Lorraine Baldry, aged 43, to be managing director of its property division, which manages the largest property fund in the country.

In an industry largely run by male chartered surveyors, her appointment is not only unusual in that she is a woman; she is also notable for her limited experience of the property industry, where she has worked for just three years.

Baldry, whose early experience was in the computer industry, is used to having a different background from her colleagues. For five years from 1982 she was the head of the BBC's engineering computer services. She was the most

senior woman in the engineering department and one of few employees to lack an engineering qualification.

"I have never suffered from not having the background of the organisation I have worked for," she says. "IT people have to be good at learning the business."

Baldry, who began work as a computer programmer after leaving school, has worked for a wide variety of organisations, ranging from her own consultancy, which she formed in 1975, to RCA Records, where she was head of management information services.

She says she has never needed to adapt her style to the very different corporate cultures of these organisations. "Power dressing is a load of



garbage. I wear suits. I wear the same style of clothes I have always worn," she says.

Her appointment as managing director is merely the latest

in a series of changes affecting Prudential Property Managers over recent years, since Hugh Jenkins arrived as chief executive. The division has shed over a third of its staff, has streamlined its management structure and is installing a new computer system.

Her recent elevation from chief operating officer to managing director reflects the Prudential's choice of a manager with all-round business expertise, rather than specialist property knowledge, to head the division of 700 people who manage five funds worth £3.7bn. Her promotion coincides with the announcement of the departure of Christopher Edwards, a director of PPM, who oversaw property investment matters.

Non-executive directors



Anthony Beever, a director of Hambros Bank and a former director-general of the

Takeover Panel, at RUGBY GROUP.

■ Sir James Duncan, former chairman and chief executive of the Transport Development Group, at BOALLOY.
■ Hubert Reid, group md of the Boddington Group, at BRYANT GROUP.
■ Ken Scoble has resigned from ALBRIGHTON.
■ Sir David Rowe-Ham has resigned from HOSPITAL CORPORATION INTERNATIONAL.
■ Bob Jordan, chairman of Philip Harris Holdings and former group md of Poseco; Magnus Mowat, a former director of BZW, and Bob Paine, a former md at J Bibby, at SCHOLES GROUP. Richard

Hayes and Richard Morgan have retired.

■ Ronnie Hamill, deputy chief executive of SAS Holdings, at HAVELOCK EUROPA.
■ Michael Hamilton as chairman at PACIFIC HORIZON INVESTMENT TRUST in succession to Garnet Harrison.
■ Richard Wheeler-Bennett, a director of Australia and New Zealand Bank between 1966 and 1976 and a former chairman of the Marie Curie Memorial Foundation, at ANZ GRINDLAYS BANK.
■ Graeme Connell has retired from QRE INTERNATIONAL INSURANCE.
■ Denis Bergin, senior partner of Arthur Cox, at FYFFES.

Dunn's tomorrow

Martin Dunn, 37, editor of Today, is leaving for the US to edit the Boston Herald. Several months ago the name of Dunn, a former deputy editor of The Sun, was linked with the editorship of the Daily News in New York. Instead he is moving from one of Rupert Murdoch's five UK nationals to his main remaining US newspaper.

During his editorship, Today became Britain's fastest growing newspaper and, according to News International, increased circulation by 21.87 per cent last year.

Kane and de Sausmarez on the move

The musical chairs in the unit trust industry continue as Morgan Grenfell Asset Management (MGAM), which lost its top unit trust man Tony Fraher to Singer & Friedlander in November, has lured Graham Kane from Touche Remnant as managing director of both Morgan Grenfell Unit Trust Managers and Morgan Grenfell Investment Funds.

Kane (right), who had previously been managing director of Touche Remnant's unit trust operation, had been offered the job of heading the combined unit trust division following Henderson Administration's purchase of TR from Société Générale, but handed in his resignation before taking up the appointment. He says he is "more excited" by Morgan -

partly because of the bank's overall investment performance track record; partly because the unit trust side is only five years old and hence offers greater scope in product development.

Keith Percy, chief executive of MGAM, says he hopes that 36-year-old Kane will build up the authorised unit trust side, which currently manages around £600m, to £1bn within five years, partly by acquisition. In an industry that is expected to see considerable consolidation of funds and fund management groups.

He will also be expanding the range of funds marketed out of the Republic of Ireland, which currently amount to around £600m of retail and institutional monies. Fraher

and the team of eight marketing and administration staff that went with him from Morgan has set up a Dublin-based company, also to market so-called UCITS funds across European borders.

Kane says that, given his experience with Société Générale, he had satisfied himself that Fraher's departure was not linked to friction with Morgan's parent Deutsche Bank.

Henderson, which shortly after the acquisition announced it would be making almost half the staff of TR redundant, has promoted James de Sausmarez into the position of managing director of a new company charged with the marketing and business development of the investment trusts of the two entities.



De Sausmarez had previously been managing director of Touche Remnant Investment Trust Management. At the same time, Alan Gadd, a director of Henderson Unit Trust Management, becomes marketing director of the retail division which includes unit and investment trusts as well as private client business.

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ARTS

Concert Prague Symphony plays Janáček

Though not officially related to the BBC's recent Janáček festival at the Barbican, the Festival Hall performance of his glorious "Glagolitic" Mass on Sunday came nicely in time. The visiting Prague Symphony brought it, or rather collaborated in it with the London Symphony Chorus (in excellent fettle, strong and precise). The solo singers, however, were all from Eastern Europe, and the solo violinist in the other work, the Brahms concerto, was the Russian Rapsel Oleg, who won the Tchaikovsky competition in 1986.

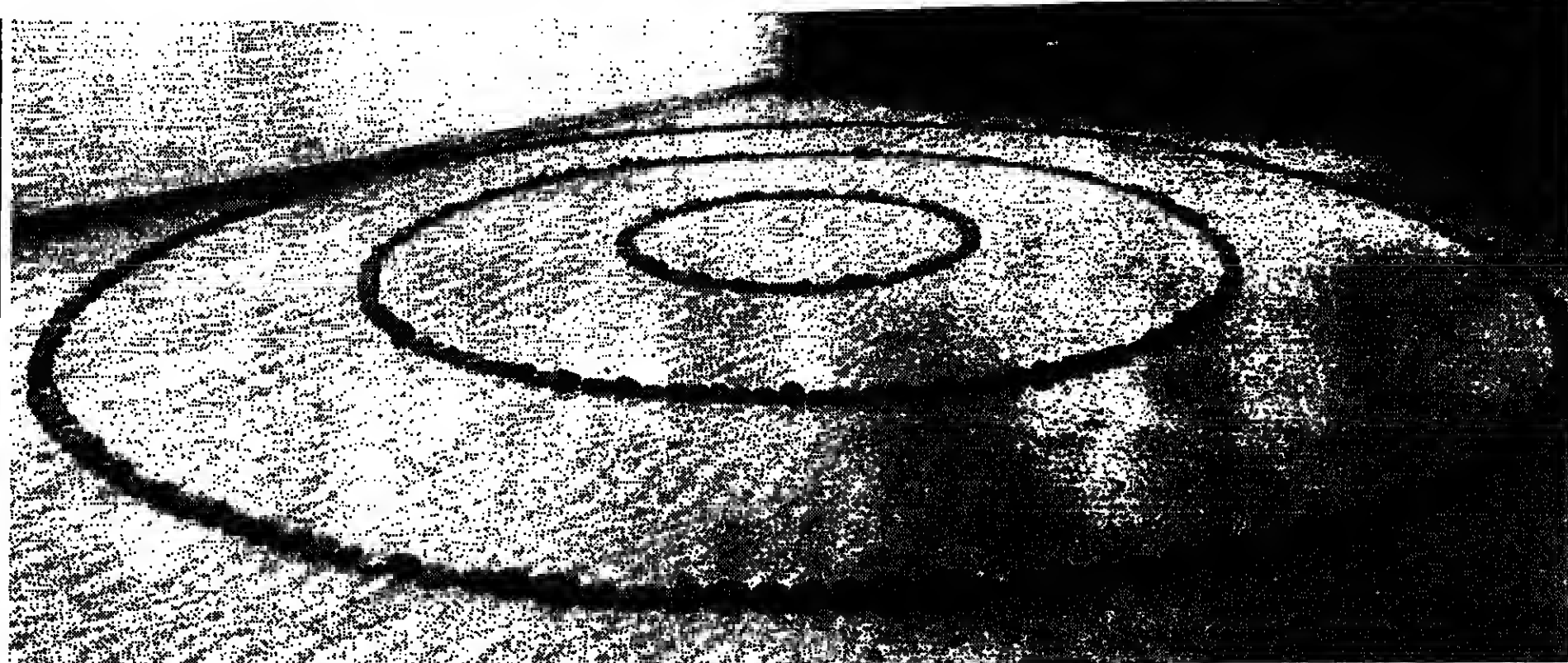
Martin Turnovsky, for many cruel years persona non grata with the old Czech regime, is now Chief Conductor of the orchestra. In Brahms, their special quality was immediately plain to hear. Unlike any Western band I can think of, they combine a notably soft-edged attack - not quite emollient, but over, ever pugnacious - with broad, serenely assured rhythm. Conspicuous virtuosity is not their style, but that easy, flexible pulse bespeaks a long tradition of collective musicianship. It was beautifully found in the concerto, which wore a steady pristine glow. The inner orchestral voices carolled sweetly.

In this company Oleg's taut, elegant solo line sounded a bit cool and buttoned-up, cultivated player though he is. (I should like to know whose cadenza he used - it was not the standard Joachim one.) Similarly almost any Western performance of the "Glagolitic", which has become a Western favourite in the last decade or so, would have had more violent fortissimos and more theatrical pliancissimos than the Prague reading. Turnovsky secured its contrasts by attentive loyalty to Janáček's instrumental writing, which by "normal" standards is strange - and for the strings dismayingly scratchy, though the Prague players made it sound natural enough.

The trombone utterances were penetrating, not overbearing, and the trumpets over shrieked. Every dramatic point nevertheless registered, without lurid spotlights, and the breadth of the music resounded. Among the soloists, Magdalena Hajóssyová wielded a bright individual soprano (a touch of glare toward the top helped her to cut through the band), and the Bulgarian Verdi-tear Kalodi Kaldor made a smooth list of his high-lying part without one strangled squeak; the larger-voiced mezzo Marta Benáková and bass Peter Mikuláš carried the needed weight with aplomb.

It was left to the organist Jan Hora, a Janáček performer of long experience, to disclose the composer's wildest vein in his two solo interludes, which he did with bell-for-leather courage. Old Janáček himself had been an organist; the penultimate number in his secular-pantelst-nationalist "Mass", a frenetic eruption after the voices have fallen silent, must represent his personal, unassuaged last word. It sounded like that here, sealing the impression of a raw document - beyond conventional piety or solace, but urgently addressed to his modern fellow Czechs: "What are we here for, what should we do?" The question itself was put too poignantly for any answer to be sufficient.

David Murray



The changing condition of sculpture at the Hayward Gallery: 'Three Circles of Stone', 1972, by Richard Long

'Arte povera' of empty sculpture

William Packer reviews 'Gravity and Grace' at the Hayward Gallery

To look back art-historically on the critical orthodoxies of the past is over a bad thing. This winter's exhibition at the Hayward Gallery is a review of sculpture of a particular kind made at a particular time, the product of the international avant-garde of some 30 years ago.

Gravity & Grace recalls several polemical and controversial exhibitions of the early 1970s, notably the *11 Los Angeles Artists* of 1971, with its portable fish farm by Newton Harrison; *The New Art* of 1972, that was selected by Anne Seymour; and William Tucker's *The Condition of Sculpture* of 1975, all of them arranged by the Arts Council at the Hayward Gallery.

The "Gravity" of the present exhibition's title refers specifically to the definition offered by Tucker at that time: "Sculpture is subject to gravity and revealed by light. Here is the primary condition. Gravity governs sculpture's existence in itself, light discloses sculpture to us."

So seriously, indeed, does Jon Thompson, the organiser of this present exercise, take the Tucker dictum, so central is it to his own debate, if only in opposition, that he reprints Tucker's argument in his own catalogue. "As I walked round", says Thompson, "I recall getting more and more angry that so many of my favourite artists were not included... I still believe... that his position was unnecessarily astringent, and did not properly represent a time of

great diversity and change. I hope this exhibition will serve to redress the balance."

Is there, perhaps, the thinnest suspicion that, after all these years, he does protest just a shade too much? Does the old view, which Tucker chose to recast in contemporary terms, that sculpture exists in the real world, to be considered in its own terms and material presence in relation to human experience - still represent such a rankling threat to the prevailing orthodoxy? Can it really be that there is a balance still to be redressed, from his point of view, in a critical culture that sees Damien Hirst, he of the fly factory and the fish in formaldehyde, as the brightest of our bright young hopes; that this year sends that tired old Duchampian, Richard Hamilton, to

represent us at Venice; that, by dint of assiduous promotion over a generation past, has by now established Richard Long and Gilbert & George as the most famous and internationally established of living British artists?

Thompson's selection of artists here is international, including several American and a couple of British minimalists and conceptualists, but weighted emphatically towards European artists, most especially those associated with the *arte povera* of the late 1960s. Such "Poor Art" was the concoction of the Italian critic, Germano Celant, who argued at the time a political and revolutionary engagement and equivalence between art and the various protest movements of the time.

Nowadays such over-specific intellectual encumbrances may be lightly cast aside in favour of something more general. In Celant's view, "poor" art "prefers essential information", which Thompson glosses as an art "which is stripped of superfluous meanings. It addresses the viewers on its own terms, without the obfuscations and mediations of existing interpretative structures. Thus the 'poor' work is a 'transparent' work... it hides nothing, it carries nothing within its interior space least of all the psychological trappings or biography of its maker... it represents a clear shifting of the focus of authority away from the artist to an authority of interpretation invested in and by the viewer."

So there we have it in Thompson's own words: an art for which, if he is divested of all authority, the artist may reasonably accept no responsibility - except, of course, from all the critical plaudits and celebrity, the official patronage and exhibitions, and all the *arte povera* trappings of conspicuous commercial success. And the "poor" viewer is left to make of it all just what he will, with only the intellectual blackmail to console him: that is to say, if he can make nothing of it, although there is a wretched nothing there, it is no fault of the artist, but of himself.

So we move into the Hayward, and there on its perch sits a resplendent blue and red Macaw eyeing with "transparent" scepticism the rest of the art-work of which it is the liveliest part: the long trays planted with cacti of "Untitled 1967" by Jannis Kounellis. These are Barry Flanagan's folded hessian blankets, green, red and yellow, "Pile 1", and his sacks heaped in a corner with the light shone on them: Bruce Nauman's empty steel cage within a marginally less empty steel cage; Joseph Beuys's row of empty changing-room lockers; Robert Morris's nine empty fibre-glass tubes; Mario Merz's brushwood faggots; and Richard Long's significantly early (1972) circles of pebbles. Also here is Robert Smithson's tower of blue trays full of rocks, with a little note and map to tell us where they were collected. In case we wondered...

We have seen it all before, often, but there is nothing wrong in that. Only the underlying assumption offends, that what is now academic should be defended and promoted as being of the first current importance, the persistent berys that only what is avant-garde, *soi-disant* revolutionary, can ever be truly significant. Within the broader context of the history of art, and of the modern movement in particular, work of this kind had its moment. It took to the limit certain ideas - derived in any case from constructivism and Dada; conducted some useful, even necessary experiments; and made its point as to what might be possible. That is all.

Gravity & Grace: the changing condition of Sculpture 1968-1975; the Hayward Gallery, South Bank Centre SE1, until March 14; supported by the Henry Moore Foundation

The magic of Merce

Alastair Macaulay discusses the American choreographer's latest works, commissioned in Europe

Merce Cunningham is an American artist, and so much of his sensibility is profoundly American that it seems amazing that he is taken seriously elsewhere. He is a figurehead of the New York School, of American modernism, of abstract expressionism; and he is parent and grandparent to numerous dance-makers who have learnt from him, broken away from him, and launched new mini-styles of their own.

But Cunningham's two last commissions came from Europe. Last spring, the Rambert Dance Company gave the premiere of his *Touchbase*. Though Cunningham used mainly his own dancers when creating his dance material, he still has not had his own company perform it onstage. Then, this winter, his company presented his new *Enter* at the Paris Opéra, which had commissioned the premiere. A long work (60 minutes), *Enter* looked utterly locale-specific (new performing-arts jargon term) - i.e. it made such use of the breadths, depths and heights of the Palais Garnier stage that you wonder what on earth it will look like anywhere else. New York will find out soon, and it will see *Touchbase* too. Both will be part of the company's annual March season at City Centre Theatre.

What was most striking about *Enter* at the Opéra was the immense space high above the dancers, and how powerfully the dance occupied that space, addressed it, radiated into it. Here are secrets, usually associated only with ballet, but which no other choreographer today understands half so well: how dance occupies not just the stage space in which it is performed, how it projects not only straight out into

His dancers seem to carry high blocks of air above them

the auditorium, but how it acquires full scale by addressing itself to the dimensions of the whole tall (darely empty) box of stage space. Cunningham's dancers have this scale partly because of the pulled-up and stretched qualities of Cunningham technique, but also thanks to his sense of dance as gesture. His dancers seem to carry high blocks of air above them as they move, and to release energy along multi-dimensional paths.

Cunningham knows how to make his dancers register as individuals in a big theatrical way, without fake heroics. What a

human sense of architectural proportion; and this sense is one reason (though only one) why he is called a classicist.

At the same time, *Enter* demonstrated - more powerfully than any ballet I have seen there - the astounding depth of the Opéra stage. If there is one passage that I and many others could never forget from the Paris performances of this work, it would be how Cunningham has his dancers rush downstage in a stream, one after another, and pass rapidly across the front and off - only to reveal a male-female couple moving very, very slowly at the back of the stage. It is as if a telescope had suddenly switched from a racetrack to the surface of the moon. Near, then far. Blurring speed; then hushed slowness. The contrasts - unmissable - are breathtaking.

Much of *Enter*'s movement involved a degree of wildness, falling, fragmented phrasing and animal attack: qualities that have interested Cunningham increasingly in recent years. Amid this marvellous company, I must single out Frédéric Gaffner for the solo, both luxuriant and paradoxical, in which he tilts, curves and arches every which way and then suddenly bursts forth into vivid jumps. Cunningham himself only per-



Merce Cunningham (centre) in Roaratorio, 1986 from 'Dancing in Space and Time'

formed in *Enter*, giving himself two brief solos. The second was jauntily inventive, but he performed it in that "There's life in this old buzzard yet" manner that can be so objectionable in this ageing, once-great dancer star. But in his first solo all Cunningham did was to stand still, on three different points at the back of the stage, each time for about a minute. Sometimes the younger dancers came and danced in front of

him, and he just stayed there impassive. Sometimes there was nothing to look at but him. Cunningham is 73. His feet are gnarled by arthritis, his knees and upper spine are not what they were, and his face is a web of lines. But as he stood there, like some pillar that had been there as long as the Palais Garnier itself, he was as wonderful to look at as an oak in winter; or a ship's timber washed up by the tide.

A new collection of essays written on Cunningham between 1944 and 1982, "Merce Cunningham - Dancing in Space and Time", edited by Richard Kostelanetz, has just been published by A Cappella Books, US, and by Dance Books, UK.

The Merce Cunningham Dance Company has its next New York season in March. A November season at Sadler's Wells is scheduled.

INTERNATIONAL ARTS GUIDE

AMSTERDAM

Concertgebouw 20.15 Hens Vink conducts Netherlands Radio Philharmonic Orchestra in works by Debussy and Stravinsky. Tomorrow: Beaux Arts Trio. Thurs and next Wed: Myung Whun Chung conducts Royal Concertgebouw Orchestra in works by Rakhmaninov and Prokofiev, with piano soloist Olli Mustonen. Fri, Sat and Sun (in Kleins Zaal): Emerson Quartet. Sat afternoon: Heinrich Schiff conducts Netherlands Radio Chamber Orchestra. Sat and Mon: Hartmut Haenchen conducts Radio Symphony Orchestra in works by Schumann and Schubert, with cello soloist Antonio Meneses. Next Tues: Julian Bream. Feb 8: Gidon Kremer. Feb 10, 11: Giulini conducts the Royal Concertgebouw (6718 345). Set at Beurs van Berlage. Netherlands Chamber Orchestra plays works by Sibelius and other Finnish composers (6270 466). Muziektheater 20.00 Oliver

Krussen conducts Pierre Audi's staging of Harrison Birtwistle's *Punch and Judy* (final performance on Fri). Thurs, Sun and next Tues: Christoff Prick conducts Richard Jones' new production of *Der fliegende Holländer*, with Wolfgang Schoene and Kathryn Herries (in repertory till Feb 21). Tomorrow, Sat, next Mon and Wed: Nederlands Dans Theater in works by Hans van Manen, Jiri Kylien and David Persone (6255 455).

BRUSSELS

Palais des Beaux Arts 20.00 Ton Koopman directs Amsterdam Baroque Orchestra in Bach's Brandenburg Concertos. Thurs: Ronald Zollman conducts Belgian National Orchestra in works by Haydn, Mozart, Stravinsky and Strauss. Fri: Alfred Brendel. Mon: Michel Beroff piano recital. Feb 16: Anne Sophie Mutter (507 8200). Mon-Fri 20.00 Guido Johannes Rumstede conducts Peter Mussbach's production of *From the House of the Dead*. Repeated tomorrow, Fri and Sat (219 6341). Théâtre National 20.30 Kleist's *Amphytrion*. Till Sat (217 0303).

CHICAGO

CHICAGO SYMPHONY Daniel Barenboim conducts choral works by Fauré and Stravinsky tomorrow, Thurs, Fri and Sat at Orchestra Hall, with soloists Renée Fleming and Andreas Schmidt. Next week: Barenboim plays Mozart (435

6866). CHICAGO LYRIC OPERA Zubin Mehta conducts August Everding's new production of *Das Fliegende Holländer* at Civic Opera House (further performances Feb 1, 3, 6, 9, 12). The cast includes James Morris, Ekkehard Witschla, Bryn Terfel and Tatiana Troyanos (332 2244).

PARIS

DANCE Théâtre de la Ville Belgein experimental dance group Rosas, directed by Anne Teresa De Keersmaeker, opens a two-week season tonight at 20.30 with its award-winning production of *Rosas dans Rosas* (1983), repeated tomorrow, Fri and Sat. Feb 2-6: De Keersmaeker's new choreography *Erte*, music by Beethoven, Webern and Shostakovich. Feb 16-21: Nederlands Dans Theater (4274 2277). Palais Garnier Rudolf Nureyev's Opéra Ballet production of *Le Bayadère* is revived on Fri, thereafter daily till Feb 10 except Sun, Tues and Thurs (4017 3535). OPERA Opéra Bastille Tonight, Fri and next Mon: Un ballo in maschera with Dennis O'Neill, Alain Fondary and Gertrude Bernackova, in repertory till Feb 20. Sat: revival of *Roman Polanski's* production of *Les Contes d'Hoffmann*, with Vinson Cole, Jean-Philippe Lafont and Mere Zampieri, in repertory till Feb 27. Dmitri Hvorostovsky gives a song recital on Feb 4 (4001 1616). Opéra Comique Tonight,

tomorrow and Fri: Willem Christie conducts Alfredo Arias' Aix Festival production of *Les Indes Galantes* (4288 8888). Théâtre des Champs-Élysées St Petersburg National Opera season continues daily till Sun. Tonight, tomorrow, Thurs: Rimsky-Korsakov's *Golden Cockerel*. Fri: Prince Igor. Sat and Sun: Tchaikovsky's *Iolanta*. Feb 4: concert performance of Werther. Feb 8: Iphigénie en Taureide with Martine Dupuy and François Le Roux (4720 3637).

CONCERTS

Châtelet Tomorrow: Bartók Quartet plays works by Haydn, Shostakovich and Dvořák. Fri: David Robertson directs Ensemble InterContemporain in Henze's *Voices*. Sat: Merck Janowski conducts Orchestre Philharmonique de Radio France in works by Bartók and Prokofiev, with piano soloist Zoltan Kocsis. Next Tues: Yvonne Kenny song recital. Feb 8: Boulez conducts Messiaen and Elliott Carter (4028 2840). Salle Pleyel Wed, Thurs, Fri: Semyon Bychkov conducts Orchestre de Paris in works by Berlioz, Saint-Saëns and Shostakovich, with cello soloist Misha Melnik. Sat: Jeffrey Tate conducts Orchestre National de France in works by Berg and Mahler. Feb 9-13: Claudio Abbado conducts Berlin Philharmonic Orchestra (4583 0736). Théâtre des Champs-Élysées Sun morning: Beaux Arts Trio. Mon: Michel Dalberto piano recital (4720 3637). JAZZ/CABARET Jazz Club Lionel Hampton Strunz

and Fersh, two virtuoso guitarists whose music combines Latin American rhythm with Spanish, Oriental and African improvisations. Daily till Feb 6, music from 22.30 (Hôtel Meridien Paris Etoile, 81 Boulevard Gouvion St Cyr, tel 4068 3042). ● A 24-hour recorded telephone guide to Paris entertainments in English is on 4720 8898.

WASHINGTON

KENNEDY CENTER The Secret Garden, an enchanting musical based on the novel by Frances Hodgson Burnett, runs daily till Sun at the Opéra House, Washington. Opéra's repertory at Eisenhower Theater consists of Don Pasquale (tonight and Sat, with Paolo Montarsolo), Bizet's *Pearl Fishers* (tomorrow and Fri) and *La Cenerentola* (Thurs). In the Concert Hall, Pasvo Berglund conducts the National Symphony Orchestra in works by Mendelssohn, Schumann and Haydn on Thurs, Fri, Sat and next Tues (202-467 4800). WARNER THEATRE Twyla Tharp and Mikhail Baryshnikov appear together at a Washington Performing Arts Society event tonight and tomorrow (202-533 9800). BALTIMORE SYMPHONY ORCHESTRA Henry Mancini is guest artist on Thurs, Fri and Sat at Joseph Meyerhoff Symphony Hall. Next week: Gerrick Ohlsson plays Reikmaninov (410-783 8000). THEATRE ● The Comedy of Errors:

Shakespeare's comedy directed by John Retaileck. Opens tonight, till March 14 (Shakespeare Theater at the Lansburgh 202-393 2700). ● The Alchemist: Ben Jonson's 17th century play of greed and deception. Till Feb 21 (Washington Stage Guild 202-529 2084). ● La Bête: David Hirson's comic verse drama about an 18th century acting troupe. Till Feb 8 (Source Theater 202-462 1073). JAZZ/CABARET

Blues Alley Jazz Supperclub Vocalist Phyllia Hymen is guest artist daily till Sun (1073 Wisconsin Ave, in the alley, 202-337 4141).

ZURICH

OPERA Yoko Watanabe sings the title role in *Madame Butterfly* tonight and Fri at the Opernhaus. Tomorrow: new ballet production, with works by Arthur Saint-Léon, Nijinski, Bernd Bienert and Jorma Uotinen. Thurs and Sat: Die Fledermaus. Sun: Eliehu Inbal conducts Jonathan Miller's staging of Schreker's *Die Gezeichneten* (262 0909). CONCERTS Tomorrow and Fri in the Tonhalle, Cleus Peter Flor conducts Tonhalle Orchestra in works by Mozart and Bruckner (206 3434). Sun morning and next Tues evening at the Opernhaus: Riccardo Chailly conducts Mahler's Seventh Symphony. Next Mon: Heinrich Schiff joins Alban Berg Quartet in a Schubert recital (262 0909).

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MONDAY

Super Channel: West of Moscow 1200. Super Channel: Financial Times Reports 0630

THURSDAY

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Super Channel: Financial Times Reports 0530. Sky News: West of Moscow 1130; 2230

SUNDAY

Super Channel: West of Moscow 1830. Super Channel: Financial Times Reports 1900. Sky News: West of Moscow 0230; 0530. Sky News: Financial Times Reports 1330; 2030

If it's happened once, it's happened a hundred times.

A guest arrives at a restaurant completely unaware of any dress code.

Then, at the entrance, he is enlightened: "Sorry Sir, gentlemen are required to wear ties in our restaurant."

One would think that at this point, the guest would be politely tossed out. But unfortunately, a more severe punishment is in store for him.

Much to his embarrassment, he is handed an atrocious tie which, even by the wildest stretch of the imagination, cannot be seen to match anything else he is wearing.

Of course, by this time, everyone around is watching, and it's far too late to retreat.

So after a quick concerted effort to regain lost aplomb, he knots his tie and proceeds to the dinner table.

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What happens if the guest is not dressed as well as the lobster?



Mr Mike Heron is, by his own account, a man who likes a challenge. This is doubtless why, at 58, he has just left the company where he spent his working life to head the Post Office, a sprawling public organisation with some 200,000 employees and an uncertain future.

Not that Mr Heron found the decision entirely easy. "I have to tell you," he says, "that to move from one company or career to another is a highly emotional decision. People don't just get up and do it. It's never risk-free."

But he had his reasons. Some months ago, he came second in the race to succeed Sir Michael Angus as chairman of Unilever, where he had worked for 34 years. Had he got the job, he says, he could have run Unilever his own way. It was not such a big deal when he missed it. All the same, he wanted a complete change.

And he wanted it in the public sector. Why? The answer, he admits by preamble, risks sounding pious. "I have a very strong feeling that we need to give back to society some of the things we've got from it. I'm an absolute product of the welfare state. My father was in the Post Office - he started behind the counter, and he ended there. I got a scholarship at the age of 11 to a grammar school, then I went into the army and up to Oxford. You can't ask for a better education than Oxford. And all of that was paid for by the state."

His sincerity here seems borne out by the record. In his six years on the Unilever board, Mr Heron took no outside commercial directorships. But his CV over the past decade bristles with public service appointments: in education, hospitals, training, business in the community and so forth. It didn't have to be the Post Office, he says. That was just what came up. "The important thing is for businessmen to take the science and the craft they've got and put it into the public domain."

What does that science consist of, exactly? "I think a businessman or woman, particularly in general management, is trained to focus on the *raison d'être* of the unit they're in. The discipline is to deliver. You start by gathering a database, and you move inexorably from that to the objective you have to mind. Normally, you're talking about the creation of wealth, the bottom line. But the same focus could be in some other area.

"The second point is that

Public spirit, private vision

Mike Heron, new head of the Post Office, gives Tony Jackson his views on privatisation



Heron: sees his job as implementing the government's decision

you learn to use the resources available. You actually value the people you're working with. Your prime resource is the human one, and a businessman gives a lot of attention to that."

That sounds like a personnel man speaking. Indeed, Mr Heron was Unilever's head of personnel for his last couple of years there. But his point, he says, is broader. "Any successful business would ensure that its line managers were responsible for people."

The personnel role should be more advisory and forward-looking - visionary, in fact. "I was utterly determined to take over personnel at Unilever. I believe emphatically that in the leading corporations of the world, the management of personnel and human resources is the key activity. In my view, the companies which will hold the high ground in a competitive world are those with the skill and the talent, and that's very scarce."

Presumably, this is especially true in the impoverished public sector. The top wage in the Post Office last year - the chairman's - was £170,000. Mr Heron concedes that pay is still a constraint in attracting outside talent. On the other hand, there are limits to how many outsiders he wants.

"It's quite a difficult balance. If you get too many coming in, you demotivate the others. And if you're not careful, you become short of experience. The Post Office is a massive operation, with massive numbers. If, for instance, you want to put in a new style of work, you've got to cascade it down to 30,000 people. So you have to have processes to manage things, and experience of that is very important."

Indeed, he claims, the existing management compares very well with what he is used to. Take, for instance, the introductory presentations he has had from divisional chiefs and board members. "There's

less five-coloured charts and less piousness around to show what a great guy the presenter is. But the amount of information is unbelievable."

Behind all this is a looming question. The Post Office is in the public sector today, but it may not be for long. The government is about to decide whether to privatise it, in whole or in part. Where does he stand on the whole issue?

He really doesn't mind, he says. "When you're confronted with the president of the Board of Trade at the interview, the bald question is asked whether you have any ideological feelings either way. My answer is, look, I'm coming here to manage a massive business. It's your business as government to decide ownership. My job will be to implement that."

This is a little hard to swallow. His talk has been of goals and results. In such an uncertain situation, how can he formulate personal goals?

Easy, he says. He has two sets. "One is what happens if it's privatised, the other if it isn't. If it's privatised, I think the path over the next four years will be pretty well defined. There are certain things one has to do on the route to privatisation: the mechanics of it, getting the team together, getting the relationships right, and at the same time, making sure the business is not only going well but going from strength to strength. The challenge would be the other way - how, without privatisation, you move upwards and outwards in terms of world class."

That seems a pretty clear statement of preference. But another question arises. Much of his talk has been about public service; and as he says, the Post Office measures itself very strictly in terms of the quality of service it provides. If it were privatised, it would be answerable to shareholders. Where would his public service commitment be then?

His answer is a classic appeal to capitalism. In certain areas, the Post Office is a monopoly. As such, it will be regulated whatever happens. Most of it, though, is subject to competition. "In a competitive world, the concept that customer satisfaction and the shareholders are in conflict simply isn't true. There's a dynamic tension, but a really well-run business is full of dynamic tension - between marketing and production, between sales and accounting. If you don't satisfy the customer, in the end you won't satisfy the shareholder."



In a free market the very idea is inexplicable. Adding yet further subsidies would be positively wicked.

The purpose of keeping pits open is said to be to save jobs. This is true, but it is fear of losing ministers' jobs, not miners', that motivates the government. There are 20 men and two women in the cabinet. A £500m a year subsidy works out at a save-the-job contribution from taxpayers (or electricity consumers) of very nearly £23m per minister per annum. That is a definition of value for money that even Lambeth borough council might question.

The actual cost of the backhand, which Mr Michael Heseltine is expected to announce in a few weeks, may be less than £500m. The latter is merely a figure floating in the air. Yet the president of the Board of Trade maintains that coal is already supported to the tune of £1bn a year. It is not clear whether he is proposing to add to that huge sum, or merely not subtract from it. Either way, he may be obliged to limit the largesse he contrives to transfer from the general population to workers in an industry that should have been shut down long ago.

We do not yet know. We are told that no final decision has yet been taken. That is what most politicians say when they are scared witless by the prospect of being seen to have settled on any of a set of disagreeable options laid out on a list before them. In this instance one of the virtues of delay is that the debate can be held in semi-public, by means of leaks,

innuendoes, working papers and parliamentary select committee reports. Meanwhile, Mr Heseltine can do what he is best at. He can soften up public opinion. The entire process is a crutch for scared-cat decision-making. The government is free to choose. Choose what? Not the best energy policy. That is not what it is looking for. It is seeking the cheapest, most trouble-free, most survival-proof package that its backbenchers can be persuaded to accept.

This explains why the cabinet has been engaged in what most of us would call a squabble, but Mr Major prefers to look upon as a discussion. The select committee on industry has been similarly divided. Over the weekend those prolific midwives, Ms Inspired

Purposefoot Kite-flying, appeared to assist in the birth of a new consensus. If this holds we will be obliged to pay a political bribe to the coal industry for the next five years, that is, beyond the next election. As a small consolation, the subsidy will be reduced each year. The air will hum with promises. Half the pits scheduled for closure last year will be "saved". There will be much talk of a new energy policy. The eventual result, we will be assured, will be a self-financing, privatised coal industry. The chimneys of power stations that use its products will emit Channel No 5.

It is all short-sighted nonsense, supported by four voluminous studies commissioned by the Department of Trade and Industry and published last Friday. The only piece of

foresight in any of these tomes is the last sentence of the report on markets for coal prepared by Caminus Energy Ltd. "The advantage which gas has over coal would be further enhanced if carbon taxes were imposed in order to meet environmental goals to reduce carbon dioxide emissions," says Caminus. The consultants might have added that the optimum medium-term strategy for coal is to stop mining. This view is supported by the evidence in a slim discussion paper on climate change published by the Department of the Environment just before Christmas.

The purpose of that document, presented with some glee by the environment secretary, Mr Michael Howard, is to initiate a debate on how Britain can reduce its CO₂ output. The government is committed, by its signature in Rio last year, to bring emissions of the main greenhouse gas down to 1990 levels by the year 2000. President Bill Clinton made the same promise in his campaign literature. Mr

Howard's paper notes flatly that "96 per cent of the UK's man-made carbon dioxide emissions come from the burning of fossil fuels for energy use". It makes further telling points. Generating electricity from gas produces about half as much CO₂ per unit as does coal. A carbon tax would be "likely to have the greatest impact on energy use by industry". Such a tax has been proposed by the European Community. It is likely to be considered by the new US administration, especially with

Do not get me wrong. I think that Mr Major will sit in Downing Street for many more years. I acknowledge his government's persistence with its sensible education and health reforms, while regretting its inability to think beyond the troubles on its backbenches. The rest is gloom. For we are saddled with a government of which it must be said that the whole is less than the sum of the parts.

Joe Rogaly

Less than sum of its parts

The government's aim in keeping coal pits open is to save jobs - ministers' jobs, that is

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

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Freedom for central bank only hope for stability

From Rt Hon Alan Beith MP.

Sir, The attack on the idea of central bank independence by Sir Bryan Hopkin and Sir Douglas Warr (Personal View January 22), which was made more topical by that day's announcement of Eddie George's appointment as governor, was redolent of the 1960s. They even quoted the Bank's responsibility for exchange controls as an argument against its independence, as if this ghost of policies past was about to walk again. They point to the lack of an anti-inflation culture in Britain while at the same time arguing that we should maintain that deficiency by pretending that there is a choice between high unemployment and inflation, and by denying ourselves the one weapon which could institutionalise price stability.

Without making monetary policy the independent responsibility of the central bank, we have no hope of convincing the markets that price stability will be maintained: the political pressures arising from our home loans system and the short term nature of much small business finance will obviously weigh heavily on any chancellor, and if he has the likes of Sir Brian and Sir Douglas advising him, he will be explicitly invited to regard other factors as more compelling than price stability.

Mr George is pleased to have been invited by the chancellor to support the government's policy of defeating inflation. What will he do if the policy changes or if his advice on what is necessary to achieve price stability is ignored?

Alan Beith, Liberal Democrat Treasury spokesman, House of Commons, London SW1A 0AA

Recruitment subsidies likely to have only a marginal impact

From Mr Peter Ashby.

Sir, Your leader on unemployment ("Harsh fare for the jobless", January 22) goes some way towards supporting the introduction of a new safety net of temporary work for the very long-term unemployed. However, you then suggest that employment subsidies might be a "better option". There is much to be said for the government testing out a system of recruitment subsidies to persuade more employers to recruit the very long-term unemployed. We should not, though, expect too much from the offer of subsidies; over the years, surveys among employers have shown that "bribes" are likely to have

little more than a marginal impact on their recruitment practices. It would be a mistake if they were to distract us from the need for a new policy framework for the long-term unemployed, based on a two-way contract between them and the government.

The government should be prepared to offer the unemployed temporary work if they are unable to return to employment after 18 months on the register. In return, the long-term unemployed should only receive their income from society as a condition of undertaking this work.

Such an approach commands wide respect among the long-term unemployed, as

essentially fair, and immeasurably better than the status quo, which effectively traps many into a life outside the world of work.

If there is any one lesson which we should learn from the severity of the current recession, it is surely that everyone in work, even the most highly skilled, should see themselves as a potential victim of unemployment - and, therefore, potentially a beneficiary of the new contract now needed, so urgently, between long-term unemployed people and society.

Peter Ashby, Full Employment UK, 79 Prince George Rd, London N16 8DL

Windfall tax would not help unemployment

From Mr Colin Skellett.

Sir, The proposal by the Labour party that utilities should "pay a public dividend (windfall tax) as a result of their excess profits" (Parliament and Politics, January 20) to help generate jobs shows a basic misunderstanding of the finances of the water industry. More than 70 per cent of Wessex Water's profits are

used to help fund new capital investment programmes. Our total expenditure each year exceeds our income by a considerable margin. Every day Wessex Water spends around £300,000 on new capital schemes to meet legally required higher standards and to put right neglect of the past. This expenditure generates thousands of jobs.

While wholeheartedly supporting the desire to reduce unemployment, as far as the water industry is concerned, the Labour party's proposals would have the opposite effect.

Colin Skellett, managing director, Wessex Water, Wessex House, Passage Street, Bristol BS2 0JQ

Threat to pits and environment from opencast mines

From Mr Ben Plowden.

Sir, In the debate about a possible subsidy to coal ("Rescue plans may fall foul of EC rules", January 20) it should be noted that one of the principal threats to deep mine production comes from the industry's own corporate backyard, in the form of opencast coal production.

Opencast mining produced around 12m tonnes of coal in 1991, nearly one fifth of total coal production. With around 80 per cent of opencast production going to power generation, opencast and deep-mined coal

are in direct competition with one another.

Opencast mining is also one of the most environmentally destructive activities currently carried out in the UK, a view endorsed by the Commons Energy Committee in 1987. The government is currently revising its planning guidance to local authorities which determines the basis on which opencast planning applications are granted. In the CERE's view this guidance is biased in favour of the industry.

Revised guidance which reflected the environmental

damage caused by opencasting would restrict the circumstances in which planning permission could be granted. This would quickly reduce opencast output. The securing of a market for at least 10m-15m tonnes of deep mined coal could thus be achieved quickly, simply and at little or no cost.

Ben Plowden, assistant secretary, energy and minerals, Council for the Protection of Rural England, Warwick House, 25 Buckingham Palace Road, London SW1W 0PP

Local programmes offer potential for building ex-Soviet markets

From Mr Kent F Moors.

Sir, Edward Ball's report ("Bottom-Up" style in fashion for ex-Soviet Reform", January 18), suggesting that reform efforts be focused upon ex-Soviet regions where local governments are more progressive, has parallels with conclusions resulting from our detailed studies of western joint venture investment in the USSR and FSU (former Soviet Union).

For the past two years, in conjunction with the American Soviet Exchange Centre for Applied Theory and Practice at Duquesne University in Pitts-

burgh, we have tracked the performance and expectations of 623 ventures. These investments involve American, Austrian, British, French, German, Italian, Spanish, Turkish and multinational western European participation in the Soviet and FSU markets since February 1991.

While fewer than 18 per cent (112) of the ventures are expected to be profitable in the short-term, almost 65 per cent of those (72) are what we term "Limited Local Entry Joint Ventures".

These projects have emphasised co-operation with local/

oblast/autonomous region/ republic governments prepared to support local reforms; and have expedited protocol supports, favourable currency terms, and support with equivalent industrial site directors and labour representatives.

Such ventures have also identified existing domestic participants in the local markets to be served, and have minimised initial capital commitment requirements. They have also been able to secure adequate fiduciary and banking support because of the focused plans for entry. There is clearly emerging

sufficient evidence to indicate that combining local government reforms with small-scale western investment programmes intent on targeting such progressive markets may well initiate both a positive return on funds committed and a model for broader Russian, Ukrainian, Kazakh, and Baltic market reforms "from the bottom up".

Kent F Moors, president, American-Soviet Investment & Development Associates, 140 LaVale Drive, Monroeville, PA 15146-2932, US

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FINANCIAL TIMES

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An uneven playing field

THE HABIT, common among Europe's governments, of giving handouts to industry has never been good. Such handouts usually waste taxpayers' money and breed a dependency culture among the recipients. But the potential damage of state aid to industry is compounded by the start of the single market earlier this month. The removal of trade barriers means that inefficient companies subsidised by one member state could drive more efficient enterprises elsewhere out of business — exactly the reverse of what the single market is intended to achieve.

The need for an assault on subsidies has never been greater. But the onus for effective action by the European Commission, which is responsible for policing state aid, are not good. First, Mr Karel van Miert, the new competition commissioner, has indicated that he may take a softer line on aid. Second, the deepening recession is leading to clamours for assistance throughout the Community. Finally, the Commission's overall ability to take controversial decisions has been undermined by the widespread feeling that Brussels is interfering in national affairs.

Meanwhile, the balance of opinion among member states is fluid. The UK, which has traditionally taken a robust line against aid, is wavering. Having lobbied the Commission to approve subsidies for its coal industry, it will not be in a position to lecture others for giving excessive handouts. On the other hand, the Italian government, which has been generous with aid, seems to be changing tack and the same could happen in France after March's election.

Subsidy wars

to theory, there should be no problem. Rules banning most types of government assistance to industry are set out in the Treaty of Rome. There is little wrong with the rules and the debate on "subsidiarity" does not, in this area, provide any excuse for giving the power to enforce them to national governments. The only chance of preventing subsidy wars is action at Community and, ideally in the long run, global levels. But there is still an enforcement problem, because of heavy lobby-

ing by vested interests. The large and often state-owned companies which receive the bulk of aid are effective at extracting assistance from their national governments, which then lobby the Commission for approval. Meanwhile, the general public — who pay for the subsidies in the form of taxes, price rises or unemployment in other parts of the economy — do not know what is going on, because decisions are taken behind closed doors. The result is that even a determined competition commissioner such as Sir Leon Brittan had only limited success in cutting the overall level of subsidies which averaged Ecu5bn a year between 1983 and 1990.

Transparent process

The solution is to make the whole process of policing state aid more transparent. Much of the aid currently approved would probably not survive the full glare of public accountability.

Australia's Industry Commission, an independent body which scrutinises all forms of assistance to industry, is an example of what can be achieved through openness. Before reaching a view, it holds public hearings and publishes consultative documents. It also regularly reviews aid cases after they are approved to assess costs and see whether assistance has had its intended effect. The result of this rigorous and open process has been to cut Australian industry's dependence on state aid by about two-thirds in the last 20 years.

It is doubtful whether there would be political support for establishing a similar institution in the European Community. Even if there were, it could be difficult to ensure its independence from political interference by national governments. But the Commission should certainly take steps in this direction by opening up its decisions on state aid to public scrutiny — which would also help reduce the Community's democratic deficit — and reviewing aid cases after they have been approved. Without action on these lines, Mr Van Miert will have great difficulty creating a level playing field. And, without that, the single market could fall into disrepute.

Privatising British Rail

A POLL TAX on wheels? A privatisation too far? If anything is clear about the government's plans for breaking up British Rail, it is that they threaten to turn into one of the most controversial privatisations yet. With the faint voices of support drowned by objections from every quarter, it is tempting to conclude that the government has got it badly wrong.

Until last week's publication of the railways bill, the arguments about privatisation had turned largely on the issue of whether fragmentation of the rail industry was feasible. Many of the proposals were lost on a public that cared little about the technicalities of divorcing track ownership from the running of the trains or franchising out the passenger services.

Now, however, with the government signalling its determination to press ahead, passengers are rightly beginning to raise more down-to-earth concerns. Will fares go up? Will lines close? Will services be cut? Will investment slump? Above all, will the railways get better or worse?

These concerns are justified. Railway privatisation is a voyage into the unknown: no other country has yet accomplished it (although Germany, for one, is pursuing a similar course to Britain's). Successive Conservative governments have dithered over it, fearing the political consequences of meddling with an organisation which, whilst not denigratingly inefficient, ranks not much lower in public concern than the National Health Service.

Need for action

And yet, as the government has finally acknowledged in bringing forward its proposals, something had to be done. If the railways were working well, there would be an argument for leaving them alone. As it is, even with some of the highest fares in Europe, they are under-invested; passengers are still too often made to feel as though they are an encumbrance to the running of the railway, rather than the reason for it; and the trains do not run on time.

Privatisation has already raised investment levels and transformed management in many other industries. It could do the same for the railways. But the question that lies at the heart of the public's

worries is whether the government has chosen the right way of achieving it — not least since the proposals look so complex that almost no one outside the Department of Transport even pretends to understand them.

Blindly simple

In truth, the plans are blindly simple. Rather than attempt a wholesale privatisation, the government has retained back its ambitions in favour of something more pragmatic. On the passenger side, it plans to retain the tracks and, over a period of 10 years or more, contract out the operation of existing train services to private sector franchisees by competitive tender. If there is spare capacity left on the tracks, other companies will in some cases be allowed to run the odd train here and there in competition with services operated by the main franchisees.

In principle, there seems little to fear from such a cautious approach. Ministers say loss-making passenger services (which is to say, nearly all those operated by BR) will continue to attract subsidies, so there is no reason why any should close. When the franchising authority contracts them out, it will be on the basis of today's service levels and fares, so there should be no big changes on either score; and beyond that, minimum services and maximum fares will be laid down for the duration of the franchise.

Yet many issues remain to be resolved before the government can hope to win confidence in its proposals. Ministerial assurances about the franchising regime are not enough: still to come is the small print that reveals exactly how they will work. Similarly, the yet-to-be published plans for the track charging regime will be crucial to the prospects of attracting new services to the railways. Nor is it known how the government is to avoid a damaging hiatus to investment during the transition from the old regime to the new.

Even if the government can satisfy its critics on these issues, it could still be blown off course by its own backbenchers in the present risk-averse climate. That would be more than a pity: for if its plan presents the best prospect of providing Britain with the attractive and well-run railway it needs.

A bizarre decoration hangs in an otherwise bland executive conference room at the New Jersey headquarters of AT&T's Network Systems business, which makes capital equipment for the telecommunications industry. It is a small, scruffy, four-paned window which would be more at home in a junkyard.

It looks like the creation of a particularly challenging modern artist, though in reality it is an unusual management teaching aid.

Placed on the wall of the windowless conference room by Mr Bill Marx, who heads Network Systems, it is a symbolic reminder to his executives of the need to be looking outwards, trying to anticipate customers' needs.

The window could also serve as a symbol of a remarkable shake-up in the entire AT&T group since the watershed year of 1984. That was when the company, previously a US national telephone monopoly known as Ma Bell, was forced to divest its local telephone operations into seven separate businesses — the so-called Baby Bells — in settlement of an anti-trust legal battle.

Since then, the rump AT&T, which remains the largest long-distance telecommunications business in the US, has been turned from an inward-looking, complacent bureaucracy into an aggressive global competitor.

It is positioning itself to benefit from what may be the most significant industrial upheaval of the next two decades: the expected convergence of telecommunications, computers and video to create a single multi-media industry serving many new markets.

For example, the day may not be too far off when affluent westerners are equipped with wireless, handheld devices which allow them not just to talk, but see each other on video images, receive and send fax messages, and communicate with computers.

AT&T wants to be a giant spider at the centre of such webs of communications technology, providing equipment, the knowhow to link it up and, most important, the communications network through which to transmit the traffic.

Mr Bob Allen, AT&T's chairman, says it aims to become "the world's best at bringing people together, giving them easy access to each other and to the information and services they want and need — anytime, anywhere".

His global ambitions are being helped by political as well as technological change. Governments are deregulating and privatising their telecommunications services industries, unleashing powerful competitive forces which are pushing national carriers into convoluted networks of global alliances.

Almost every month brings fresh examples of AT&T's vigorous pursuit of its strategy. In September it celebrated the first anniversary of its \$7.5bn takeover of US computer company NCR. In November it announced plans to get into the cellular telephone service business by taking a 33 per cent stake in McCaw Cellular Communications, the largest operator in the US, with the option of majority control later. And over the past few weeks it has forged an alliance with Novell, the computer software group, to develop products linking computer networks with telephones, and has agreed to take a stake in an upstart Canadian long-distance company.

In the age of multi-media, AT&T may have a unique advantage, for it is the world's only information technology company with large interests in three crucial areas: telecommunications services; telecommunications equipment manufacturing, where it serves both the capital and consumer markets; and computers, where the NCR takeover has given critical mass to AT&T's previously loss-making operations.

It also owns Bell Laboratories, arguably the world's finest corporate research and development centre. AT&T is co-developer of a technology for high definition television (HDTV) that could be chosen this year as the US national standard. And Wall Street thinks the group

AT&T is positioning itself to take advantage of the increasing convergence of technologies, says Martin Dickson

A window on the world

wants to round out its multi-media interests by forming a partnership with a large US cable-TV operator.

Mr Robert Morris, an analyst with investment bank Goldman Sachs, says that, if AT&T can pull off its "communiopia" strategy, "then I don't think there will be any other company in the world which can duplicate what they have done".

Mr Allen, however, is still a long way from proving the strategy a winner. No one knows just how convergence between the industries will work in practice, while AT&T, with a chequered financial record since it divested the Baby Bells, has to show it can deliver strong, sustained earnings growth.

Still, the company is looking more like a winner than at any time since it lost its cosy status as a regulated monopoly. That opened it to fierce competition in the long-distance market from relative newcomers such as MCI Communications and Sprint, while in the equipment market it had to fight for previously captive Baby Bell contracts against foreign competitors such as Northern Telecom of Canada and Alcatel of France.

This was a blessing in disguise, as it shook the company out of the kind of complacency that has led to profound troubles at two other leading US industrial groups — International Business Machines and General Motors. "We look back on divestiture as a springboard for new energy in the corporation," says Mr Marx.

Yet the most radical change in AT&T's deep-seated bureaucratic culture arrived only after Mr Allen took over as chairman in 1988 on the unexpected death of the then incumbent, Mr James Olsen.

Mr Allen, 58 yesterday, looks an unlikely revolutionary. A tall, slim man with a conservative dress sense, soft voice and unassuming manner, he is the son of a small business owner from a small mid-western town and has worked inside the Bell system since leaving college. Yet he also has a reputation for strategic analysis, a quietly witty sense of humour and stubborn determination.

He quickly reorganised the monolithic business into 20 separate product areas and made each responsible for the first time for its own pricing, marketing, product development and profits.

This pointed up where the group was making and losing money and forced individual businesses to focus more closely on cutting fat. Some 60,000 jobs have been axed over the past four years. At the same time, the shake-up has greatly accelerated decision-making, and made the businesses increasingly aware of customer needs.

Mr Victor Pelson, who heads the telecommunications services side of the business, says: "Whereas five years ago we had maybe a dozen people making the fundamental decisions on how to serve a market, today we have literally hundreds. That's an enormous change."

The cultural revolution — not yet complete — has been helped by the fact that more than half AT&T's employees have joined the group since 1984. Most have also been exposed to Total Quality Management — the popular theory that says companies must devote prodigious energies to satisfying their customers.

AT&T: rewards from a cultural revolution



Bob Allen, chairman

Revenue by sector 1991

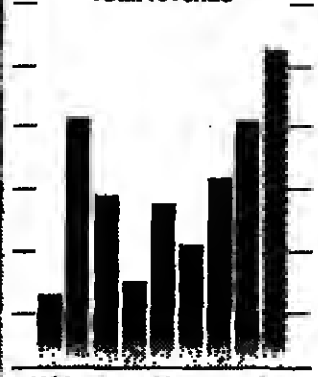
Rental & other services \$7bn
Includes computer and telecoms equipment rental

Financial services & leasing \$1.58bn
Includes AT&T Universal credit card

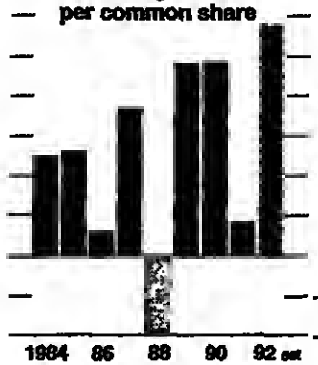
Long-distance services \$36.6bn
US and international direct dial and operator services

Products & systems \$15.94bn
Includes telecoms network products \$7.5bn, computer products \$2.7bn, telecoms products for home & office \$5.69bn

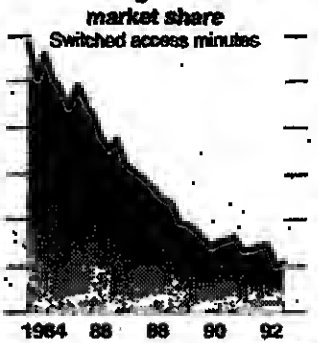
Total revenue \$bn



Earnings/loss per common share \$



US long-distance market share



A new willingness to hire senior executives from outside represents another cultural change. Mr Alex Mandl, the highly regarded chief financial officer, came from conglomerate CSX, while another senior executive, Mr Jerry Stead, was formerly president of Squares D, a large electrical components group. Mr David Stone, a leading software strategist, was recently lured from computer company Digital Equipment.

AT&T is also becoming more international. Sudden competition at home after 1984 forced it to look abroad for new markets, but its early moves were clumsy, with the collapse of alliances with Philips of the Netherlands and Italy's Olivetti. The group is now moving with more confidence, as demonstrated by two deals last year in eastern Europe: it is playing an important role in the modernisation of the Ukraine's telecommunications system, and was the first western company to invest in Poland's equipment business.

It has moved the headquarters of its corded telephone business from the US to France. "It took us a while to get it — that to compete in Europe we had to be European," says Mr Robert Kevner, head of Communications Products.

The NCR takeover has greatly expanded the international business — the computer company has 60 per cent of its sales outside the US — and Mr Allen suggests AT&T could get 50 per cent of its revenues from abroad by 2000, compared with some 24 per cent now.

All this has combined to make AT&T a much more profitable business, with net income before special charges roughly doubling between 1984 and 1991.

The company's long-term target is earnings growth of at least 10 per cent a year, and it is expected to announce 1992 results which meet that goal. Even its subsidiary making PBX business phone systems, which has been losing money for years, is back in the black.

Yet most of this improvement has come from efficiency gains rather than business growth. In the long-distance market, which still provides some 60 per cent of revenues and an estimated 60 per cent of income, AT&T's profit margins are thought to be the best in the business, thanks to high productivity and modern, digital technology.

However, its long-distance revenues have been virtually static since 1984, even though the US market has been enjoying solid volume growth — more than 10 per cent a

year in the 1980s, dipping to 6-7 per cent in the recent recession.

AT&T has been losing market share to its rivals — on one measure it is down from more than 80 per cent of call volume in 1984 to about 60 per cent now. The effects on revenue have been compounded by a price war in 1990-91 and the insistence of government regulators that the long-distance carriers pass on to consumers cuts in their biggest cost, the access charges paid to local telephone companies to complete calls.

Over the past two years AT&T's market share erosion has slowed as it has adopted a more aggressive marketing stance. This has ranged from price cuts to the launch of its own credit card, offering discounts on calls, which in little more than two years has become the second most widely held card in the US.

US recovery from recession will boost long-distance traffic, but AT&T needs to encourage more intensive use of its network, preferably by customers who need more sophisticated services, which generate higher revenues. This helps explain much of its interest in multi-media as well as the proposed McCaw deal.

McCaw will catapult AT&T from nowhere into the leading position in cellular, the fast-growing part of US telecommunications, with annual US growth rates of 30 to 40 per cent. The deal has shocked the Baby Bells, which operate rival cellular services to McCaw's, since it potentially brings AT&T into local competition with them for the first time since 1984.

Observers suggest AT&T might eventually try to link its long-distance network directly into McCaw's, thus getting round paying access charges to the local telephone companies. But AT&T says it simply needs a presence in cellular to serve customers, who will increasingly demand integrated communications networks.

The same long-term logic underlay the takeover of NCR, though the initial goal was to use NCR's expertise to turn AT&T's much smaller computer business to profit. Some 18 months on from the merger, the two businesses appear to have gelled well, and the combined group is modestly profitable — a reasonable achievement, given the red ink at many other large computer companies.

It is, however, too early to say whether the merger will develop into more than the sum of its parts, with NCR helping AT&T win contracts for integrated communications and computer networks, and both sides throwing up important new technology ideas.

That said, they have already jointly developed an automatic teller machine that will identify a bank customer by voice, rather than numbers punched in a keyboard. And they are working on one that would allow customers to summon up a bank clerk for a conversation on an ATM video screen.

Mr Gilbert Williamson, the NCR chairman, says the early results from six teams looking at cross-fertilisation makes him "really enthusiastic about the potential".

Still, AT&T's overall strategy could have some big pitfalls. First, the Baby Bells, still the main customers for its telecommunications capital equipment, may be reluctant to buy from a direct, cellular competitor. Nor is it clear that large corporate customers will want to entrust so much of their business to mighty AT&T.

The history of IBM over the past decade shows that huge, integrated technology companies are not necessarily a match for a collection of nimble, niche players.

However, senior executives across AT&T insist that the most successful companies in the coming revolution will be those that can provide simple, transparent solutions to customers' complex communications problems. AT&T, they say, is positioning itself to do just that.

An article on NCR after the takeover will appear on the Management page tomorrow

Yankees hacked off

How much longer will America be prepared to accept the invasion of its media by journalists from its colonial past? Yesterday Martin Dunn, editor of today's Britain's fastest growing newspaper — joined the westbound trek.

Dunn had been pinning his hopes on getting the editorship of one of New York's ailing daily newspapers. In the event he has had to make do with the Boston Herald. His owner, Rupert Murdoch, has never had much luck with his US newspapers, and presumably now feels that his best chance of making a success with his sole remaining US daily is to import a former deputy editor of The Sun. It's hard to believe there is no US journalist up to the job.

The Fleet Street invasion is already the subject of serious study. Columbia University is holding a seminar next month entitled "The British are coming", which includes contributions from recent UK National Review, The New Republic and TV Guide. And judging by the latest issue of Spy Magazine, a backlash against foreigners taking high-paying jobs away from Americans is spreading.

Spy, whose co-founding Canadian editor now fills Britain's Tina Brown's spot at Vanity Fair, is concerned that the New Yorker,

the city's most famous magazine, now has a London-based theatre critic, a British film critic and a foreign editor of its Talk of the Town column who had never heard of Page Six of the New York Post — a journalistic gaffe equal to not knowing about Page 3 of the Sun.

How long before Washington's bureaucrats sit up and take an interest? Overdue ■ With Virgin Atlantic and British Airways bosses puffing on the peace pipe last night at Richard Branson's grand Holland Park home, the guillotine baskets remain woefully empty. Brian Basham, the public relations consultant temporarily hired by BA and quickly embroiled in Virgin's "dirty tricks" allegations, so far is the only person non grata at Speedbird House. His role, however, is likely to be immortalised in the latest catchphrase in the rough, tough airline world: "If you can't beat 'em, Basham".

Waltzing Matthey

Take your partners please for the Johnson Matthey waltz. Sultors, stakeholders and others interested to the future of one of the most famous precious metals groups are taking sides in what promises to be one of the more complicated takeover routines of the season.



"What if we half save all the pits?"

Merchant bankers Hambros and Barings are already stepping out with Charter Consolidated and Johnson Matthey, and SG Warburg made its debut yesterday at the bottom of a Minoro press release. Given that Peter Wilmet-Stewart, chairman of SG Warburg Securities, has recently gone on to the Minoro board, Warburg's return to centre stage is no great surprise. Britain's premier merchant bank and South Africa's Anglo American Corp have been getting closer and closer together and Anglo holds the key to JM's future.

This latest liaison presumably leaves out in the cold Morgan Grenfell, Minoro's banker during

the infamous Consolidated Gold Fields bid, and raises the question of whether Warburg's arrival will result in James Capel, Minoro's broker, being jilted. However, all is not lost, Johannesburg Consolidated Investments may still be looking for a merchant banker to partner its broker, Smith New Court.

Bear-baiting

After years of profiting from falling share prices, the Feshbach Brothers of California, the most famous short-sellers in the US, have begun buying stocks — a U-turn comparable to Prince Charles announcing that he is forsaking polo for the game of darts.

Although they made millions of dollars in the 1980s by searching out companies on the brink of disaster and selling their stock short, the three brothers have been hard hit recently by the steady upward climb of US stock prices. In 1991, when US equities rose sharply, Feshbach's clients lost between 40 and 60 per cent in value. Last year, rising share prices again left the Feshbachs nursing losses. Consequently, they have decided to buy stocks as a hedge against further advances in the market. At first glance, this strategic shift looks like a vote of confidence in equities. It might, however, be worth taking a contrary view on this one. When the most famous bears in the business announce

they are buying stocks — is not this the right time to be getting out of the market?

Serious money

For years popular newspapers buoyed their readers with £1m bingo games in a desperate drive for circulation. Now it seems such promotional gimmicks are spreading upmarket. Faber & Faber, one of Britain's more high-minded publishers, is about to join in.

It is offering book-buyers the chance to win £1m. Naturally Faber has insured itself against the unlikely chance of a reader actually becoming a millionaire by placing a covering bet with Ladbrokes.

Ironically, just as Faber is about to give away big money, The Sun is offering readers security rather than dreams of untold wealth. In a clear sign that the recession and pessimism are biting into the national psyche, editor Kelvin MacKenzie is offering his readers £10,000 in accidental death cover "in case you fall under a bus". There's no mention of a raffle with a 100-1 chance of turning it into £1m insurance cover.

Take it away

A question for all those who enjoy Chinese puzzles. What is the odd one out — 3,16,24,58? The answer is 38, of course; all the others come with rice.

Battle of the sexes over pensions

Employers anxiously await today's court decision, writes Norma Cohen

MEN and women may have been created equal, but their pensions have not, as the European Court of Justice is about to hear. Today, three cases, one each from Britain, Germany and the Netherlands, come before it, and the decision will spell out for employers all over Europe exactly how they are to equalise men's and women's pensions.

The court took a landmark decision in May 1990, broadly saying that men and women must receive equal pensions because these are a form of pay, and sex may not be used to determine pay.

However many issues remain outstanding. Since the second world war most European employers have set a lower retirement age for women, in effect giving them more generous pensions than their male counterparts. An entire framework of state, occupational and personal pensions has grown up around that concept, which lasted until the court ruled it violated the anti-discrimination statutes of the Treaty of Rome.

The British case, to be presented by Sir Nicholas Lyell, UK attorney-general, pits the male and female pension scheme members of Colclough, the collapsed home furnishings group, against each other, with each arguing for different interpretations of equality, to get the maximum share

COST OF RETROSPECTIVE SETTLEMENT OF PENSION SERVICE COSTS*					
	Belgium	Germany	Netherlands	Rep of Ireland	UK
Cost (£bn)	1.8	12	47	0.2	28
As % of GDP	1.2	1	26	0.6	3.7

*Estimates based on the broadest definition of retrospective, covering all amounts due, according to the March 1990 ruling, to all current pension recipients backdated to the date when they first received a pension payment. Source: Watson Europe

of the fixed funds available.

The German case, *Meroni v Collier*, asks the court to decide the issue of retrospective - how far back in time higher pension payments to men will have to be made - while the Dutch case, known as *TenOver*, asks if it is fair to offer pensions to members' widows but not their widowers.

The cases address two basic issues: first, since the court decided that differential pensions are illegal only in May 1990, what about pension benefits accrued or paid before then? The EC commission a survey which concluded that if pensions in payment had to be equalised retrospectively, it could cost British and German employers up to £50bn (\$76bn) each, with somewhat more modest sums for employers in Ireland, Belgium and the Netherlands.

That sobering assessment led EC member states to tack a protocol on the Maastricht treaty declaring retrospectiveness in

occupational pension payments should only apply to service after May 1990, the date of the court judgment. With the fate of the Maastricht Treaty in the air, European employers are anxiously watching the court proceedings.

Lawyers familiar with the proceedings say the European Commission has filed a brief in support of the narrowest definition of retrospective.

This will weigh considerably with the court, but is not definitive, thus reducing the chances that employers will be saddled with a hefty bill for retrospective pension payments.

The court must also decide on an issue which will have great significance for the nascent personal pensions industry throughout Europe. If men and women must receive equal pension benefits, what happens in so-called money purchase schemes which take into account the average longer life spans of women?

In these schemes, employers provide a lump sum on retirement to be used to purchase an annuity from a life insurer. But a woman investing the same sum as a man at the same age will receive lower monthly payments since she is expected to live longer.

To provide equal monthly payments, employers would have to give larger lump sums to women, or insurers would have to adopt unisex rates.

Mr John Cunliffe, partner at solicitors McKenna and Co, one of the firms presenting the British case to the court said: "In money purchase schemes, do you take into account that women live longer than men? That's it in a nutshell."

Mr Cunliffe cites Denmark, where employers are allowed either to pay higher premiums for women so that they can buy the same level of benefit as men on retirement or insurance companies are allowed to pay lower benefits for the same premium.

In the US, the Supreme Court has ruled that differential insurance benefits based on sex are illegal. "They ruled that while on average women live longer than men, it cannot be proved that any one woman will live longer than any man. Thus, you have to offer the same benefits for the same premium," Mr Cunliffe explained.

Pressure in Japan for lower rates

By Robert Thomson in Tokyo

PRESSURE on the Bank of Japan for a cut in official interest rates intensified yesterday, as the bank's regional branch managers gathered in Tokyo to discuss the impact of the country's economic slowdown.

The depth of the downturn was emphasised by the release of figures showing a 3.3 per cent fall in department store sales last year, the first year-on-year decline since the Japan Department Stores' Association began collecting national data in 1955.

The Real Estate Economic Institute said meanwhile that apartment sales last year were down 11.6 per cent to 75,173, the lowest total since 1976 and about half the figure for 1990, when property speculation peaked. The average price of an apartment fell 12.3 per cent to ¥39,38m (\$317,500).

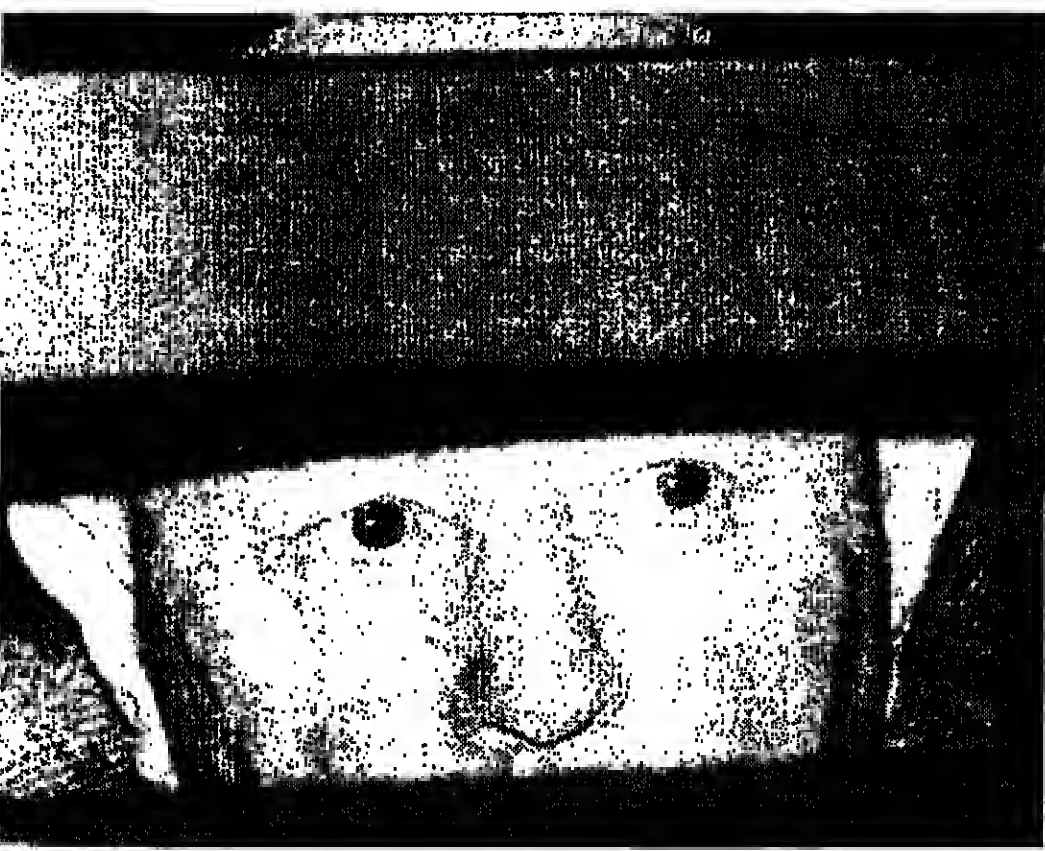
Officials of the ruling Liberal Democratic Party and business organisations called on the Bank of Japan to reduce the official discount rate (ODR) from the present 3.25 per cent to 2.75 per cent or even 2.5 per cent to stimulate the flagging economy and bolster a still weak stock market.

Mr Yasushi Mieno, the bank's governor, admitted that economic conditions were "severe" but said a promised increase in public works spending should assist in reviving demand.

However, it is understood that many regional branch managers in Tokyo for the two-day meeting are advising that an ODR cut should come quickly.

The central bank has been surprised by the erosion of consumer confidence in recent months, a trend highlighted by the department stores' sales statistics. Sales fell 8.1 per cent in December, compared with the same month a year earlier, suggesting that consumer confidence is weakening, partly due to a cut in year-end bonuses and a decrease in overtime payments.

The ODR was last cut in July last year, and Bank of Japan officials are concerned that the expectation of another cut is prompting consumers to delay planned spending.



Erich Mielke, former head of East Germany's Stasi security police, peers through a gap in the protective screen he sits behind at his trial in Berlin. He is accused of killing two policemen

Danish foreign minister makes Yes to Maastricht a priority

By Hilary Barnes in Copenhagen

MR Niels Helveg Petersen, who took over as foreign minister in Denmark's four-party coalition government yesterday, said his top priority will be to secure a Yes to the Maastricht treaty on European union in the second Danish referendum, to be held later this year.

"I regard it as my foremost task to achieve a Yes in the referendum and to ensure that the Danish presidency of the European Council is carried out satisfactorily," he said yesterday.

"We shall make every effort to see that the presidency, which has been well prepared, goes well."

Mr Petersen, 54, is the most senior cabinet appointee from the Radical Liberals, one of the small centre parties in the new ruling coalition. He will play a significant

role in the European Community during the six-month EC presidency which Denmark assumed at the start of the year. He succeeds former foreign minister and Europe enthusiast Mr Uffe Ellemann-Jensen. The new cabinet was announced yesterday by Mr Poul Nyrup Rasmussen, the new prime minister and chairman of the Social Democratic Party.

Mr Petersen, who was elected to the Folketing in 1986, said the new government had not set a date for the referendum but he thought "before June" was likely. His Radical Liberal Party has a record of being sceptical towards European integration, but the foreign minister said that he had advocated a Yes to the Maastricht treaty in last year's referendum.

As a member of the Radicals, he opposed EC membership in 1972 and the single European Act

in 1986, but now supports the country's European policy.

Mr Petersen, who was economics minister in 1988-90, has Brussels experience as top aide to Denmark's first EC commissioner, the late Finn Gundelach, from 1974-77.

The new cabinet is the largest in Denmark's history, with 24 members. Several ministries have been split up to create enough portfolios to meet the requirements of the coalition of the SDP, the Radicals, the Centre Democrats and the Christian People's Party.

Key posts in addition to the foreign ministry went to Mr Mogens Lykketoft, SDP, a former tax minister, at the ministry of finance, Mr Bjorn Westh, SDP, at agriculture and fisheries, Mr Svend Auken, a former leader of the SDP, environment ministry, and Mr Hans Haekkerup, SDP, ministry of defence.

Cancer vaccine tests to start

Continued from Page 1

EBV, the CRC will move on to extensive field trials in China and/or Africa in collaboration with a commercial vaccine manufacturer. "It may be 10 years before we can show clearly that the vaccine prevents cancer," Dr Arrand says. But he foresees a time when EBV vaccine will be

administered routinely worldwide as an ingredient of the childhood vaccination cocktail.

Prof McVie says viruses are now known to cause at least a fifth of all cancers, often in association with dietary or environmental factors.

Apart from EBV, three other cancer-causing viruses have been positively identified.

Sears closes catalogue

Continued from Page 1

● Closure of the catalogue operation, based in Skokie, a Chicago suburb. This move accounts for \$800m of the \$1.7bn restructuring charge. Sears will, however, retain its profitable "direct response" business, a more streamlined form of mail order.

● Closure of 113 of Sears'

smaller retail outlets, plus disposal of its 35 Pinstripes Petites women's specialty stores.

● Further job cuts, through an accelerated consolidation of various administrative functions, plus a voluntary early retirement incentive programme.

● The "repositioning" of major merchandise lines and service support operations.

World Weather		°C		°F		°C		°F		°C		°F		°C		°F			
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Alger	C	15	59	Brussels	F	3	37	Glasgow	C	9	48	Mexico City	C	12	54	Paris	C	8	46
Amsterdam	C	15	59	Calcutta	S	27	81	Geneva	C	2	36	Montreal	F	1	34	Rangoon	F	2	36
Athens	S	17	63	Canberra	S	27	81	Helsinki	S	4	39	Mumbai	F	31	88	Prague	F	16	61
Bahia	S	15	59	Cairo	F	17	63	Hong Kong	S	16	61	New Delhi	S	18	64	Rome	F	14	57
Bangkok	F	24	75	Chicago	F	17	63	Istanbul	S	7	45	Osaka	S	19	68	Sydney	S	22	72
Batavia	S	15	59	Colombo	S	27	81	Jakarta	R	30	86	Seoul	S	1	34	Taipei	S	23	73
Beijing	S	6	43	Copenhagen	C	2	36	London	S	5	41	Singapore	F	30	86	Tokyo	R	6	43
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Bombay	S	27	81	Delhi	S	14	57	Madrid	S	10	50	Tel Aviv	F	15	59	Valencia	S	14	57
Buenos Aires	F	17	63	Edinburgh	S	14	57	Manila	S	27	81	Tokyo	R	6	43	Vancouver	F	4	39
Calcutta	S	27	81	Geneva	C	9	48	Mexico City	C	12	54	Toronto	F	5	23	Warsaw	C	3	37
Cardiff	S	10	50	Helsinki	S	4	39	Moscow	F	-7	19	Toronto	F	5	23	Zurich	F	5	41
Chennai	S	27	81	Istanbul	S	7	45	Mumbai	F	31	88	Toronto	F	5	23				
Chicago	F	17	63	Jakarta	R	30	86	New Delhi	S	18	64	Toronto	F	5	23				
Copenhagen	C	2	36	London	S	5	41	New York	S	2	36	Toronto	F	5	23				
Dallas	F	14	57	Los Angeles	F	14	57	Osaka	S	19	68	Toronto	F	5	23				
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FINANCIAL TIMES COMPANIES & MARKETS

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Tuesday January 26 1993

FERGUSON ENTERPRISES
Number 1 in plumbing supply - U.S.A.
WOLSELEY
The name behind the name.

INSIDE

Porsche board names new head

Mr Helmut Sailer, former chairman of the management board at Henkel, the German chemical group, was yesterday nominated as head of the Porsche supervisory board in succession to Mr Ferdinand Porsche, who remains a full member of the board. Page 18

Daf shares suspended

Shares in Daf, the Dutch commercial vehicle maker, were suspended at 11.20 before the announcement by the group later today of restructuring plans. The market is expecting a fall from the Dutch and Belgian government in conjunction with job and wage cuts. Forecasts of lower earnings by chemical and pharmaceutical groups depressed markets across Europe. In Amsterdam, the CBS Tendency index closed down 0.9 at 98.0. Back Page

Bankers flock to Rome

Investment bankers are flocking to Rome as plans to privatise companies in Italy's state sector take shape. The government hopes to raise £27,000bn (\$38.5bn) in the next three years through asset sales, while IRI, the state holding company, is budgeting for a further £24,000bn as a means of reducing borrowings. Page 20

Uzbekistan takes charge of gold

Since independence a year ago, Uzbekistan has kept its entire 70-tonne annual gold production, instead of sending it to Russia as it was forced to in the past. Now President Islam Karimov may have decided to do a deal to turn the industry around. Page 24

Bankers Trust rises 24%

Bankers Trust, the New York banking group, reported a 24 per cent rise in fourth-quarter 1992 net earnings, to \$170m, or \$1.97 per share. Page 19

US exchanges join operations

Two of North America's oldest and largest futures exchanges announced yesterday that they will join operations. Page 24

Market Statistics

Base lending rates	32	London share service	25-27
Benchmark Govt bonds	25	Life equity options	21
FT-A indices	25	London stock options	21
FT-A world indices	25	Managed fund service	23-32
FT bond interest indices	21	Money markets	32
FT/ISMA int bond svc	21	New int bond issues	31
FT guide to currencies	28	World commodity prices	24
Financial futures	32	World stock mkt indices	33
Foreign exchanges	32	UK dividends announced	22
London recent issues	21		

Companies in this issue

Allders	23	Minorco	22
Allied Lyons	22	Montedison	18
Arnots	20	Morgan Grenfell	11
SBL	18	NFC	18
BMW	18	Nynex	22
Bang & Olufsen	20	Parkland Textile	22
Bankers Trust	19	Pioneer Electronic	20
Bentley	17	Pirelli	17
Bols	17	Porsche	23
Campbell Soup	20	Principality BS	22
Carpenter's Workshop	22	Prudential	11
Corning	18	Randgold	20
Daf	18	Rockwell	19
Deutsche Wagonen	18	Sanderson Murray	22
Eagle Star	22	Stamnet	22
Excellibur	17	St Andrew	22
Exxon	22	Stagecoach	22
Ferruzzi	10	Stakis	22
GEC	18	Sundstrand	19
GEC Alsthom	3	Survival Aids	22
GT Japan	22	TR Smaller Companies	22
Gardiner	19	Tata Tea	22
Gerber	19	Templeton Emerging	22
Heath (Samuel)	22	Thames Television	22
Henderson Admin	22	Transport Devel Grp	22
Hong Kong Investment	22	Trumpf	17
Int'l Artists	22	Volkswagen	22
Ivaco	19	Watergate	17
Kelt Energy	22	Wessanen	17
Lionheart	22	Wessex Water	18
Lookers	17	Weyerhaeuser	19
Merrill Lynch	22		

Chief price changes yesterday

FRANKFURT (DM)	PARIS (FF)	WILSON
Basf	649	21
Lufthansa	395	10
Deutsche Bank	160	3.9
AGF	501.5	17
BNP	510	26
Philips	60 1/2	2
Siemens	114 1/2	3
Telecom	50 1/2	2 1/2
Unilever	60 1/2	2 1/2
Amsted	64 1/2	1 1/2
Amsted	50 1/2	3 1/2
Amsted	50 1/2	3 1/2

New York prices at 12.30

LONDON (Pence)	STOCKS	STOCKS
Barclays	1175	95
British Airways	47	2 1/2
British Telecom	12 1/2	1 1/2
BT	28	6
BT	28	6
BT	28	6
BT	28	6
BT	28	6
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BT	28	6

Exxon earnings jump 25% in the fourth quarter

By Karen Zagor in New York

EXXON, the world's biggest integrated oil company, yesterday unveiled an unexpected 25 per cent improvement in fourth-quarter earnings, helped by lower operating costs and strong US natural gas prices. Net income for the last three months of 1992 was \$1.4bn or \$1.12 a share compared with earnings of \$1.12bn or 88 cents in 1991. Revenue eased from \$31.02bn to \$30.16bn. Analysts had expected Exxon to earn about 96 cents a share in the latest quarter. On Wall Street, shares in Exxon rose 1 1/2 to \$60 at midday. The stock price was bolstered by news that the Organisation of Petroleum Exporting Countries was close to an agreement on a proposal to cut production by up to 1m barrels a day. Mr Lawrence Rawl, chairman, said three-quarters of Exxon's earnings in 1992 came from outside the US. In the fourth quarter, foreign upstream earnings rose 20 per cent to \$845m, including one-time credits of \$56m. US upstream earnings stood at \$187m, up \$30m, including one-time charges of \$91m. Total exploration and production earnings climbed 19 per cent to \$1.03bn from \$863m. Lower operating expenses and higher petroleum product volumes lifted earnings from refining and marketing operations by 61 per cent from \$250m to \$402m. Earnings from chemical operations dropped to \$56m, including \$15m on non-recurring charges, from \$94m last year. During the quarter, Exxon cut capital and exploration spending to \$2.57bn from \$2.73bn a year earlier. For the whole of 1992, Exxon's net income fell 15 per cent to \$4.7bn, or \$3.73 a share, from \$5.5bn or \$4.45. Mr Rawl attributed the erosion to unusually favourable market conditions the previous year. The company adopted new accounting standards in 1992 which reduced earnings by \$40m after tax, or 3 cents a share. Revenue for the year was flat, at \$116.48bn against \$116.48bn. Foreign exploration and production operations brought in \$2.61bn for the year against \$2.5bn a year earlier. US exploration and production profits rose from \$628m to \$754m. Income from US refining and marketing dropped from \$514m to \$156m, while earnings from foreign refining and marketing tumbled from \$2.04bn to \$1.42bn.

Merrill Lynch to stop retailing Japanese securities

By Robert Thomson in Tokyo

MERRILL Lynch Japan, the local subsidiary of the US securities house, will close three of its six branches, ending an ambitious drive to establish a strong presence in the Japanese securities retail market. The US broker, which plans to shift retail resources to its institutional business, has suffered, with Japanese brokers, from the fall in trading volume and prices on the Tokyo exchange over the past three years. Merrill Lynch's move to close branches in Kyoto, Kobe and Yokohama is part of a restructuring of Japanese operations by foreign brokerage. Last month, County NatWest, the securities arm of National Westminster Bank, gave up membership on the Tokyo exchange. Merrill Lynch's move to close branches in Kyoto, Kobe and Yokohama is part of a restructuring of Japanese operations by foreign brokerage. Last month, County NatWest, the securities arm of National Westminster Bank, gave up membership on the Tokyo exchange. Individual investors have been net sellers for the past two years in Japan, while non-financial companies have left the market in large numbers, draining the pool of potential customers. "This is the end of the retail experiment by foreign houses in Japan," a UK broker said. "You can see why Merrill would go for the retail market here because it is strong in the US retail market, but it has not worked."

Bols and Wessanen open door to more merger candidates

By Ronald van de Krol in Amsterdam

THE MERGER between Bols, the Dutch spirits, wine and beverages group, and Wessanen, the Dutch food group, is designed to produce a big new European drinks company, including further mergers, possibly with a partner outside the Netherlands. The two companies, which unveiled the terms of their share swap proposal yesterday, said the new company, to be called Bols Wessanen, would create a "docking station" for potential future merger candidates. "The door [to talks] is open, and they don't even have to knock to be admitted," said Mr Peter Bakker Schut, chairman of Wessanen. A round of mergers would be welcome in the coming year, although no talks were taking place, he said. Last week, Bols and Wessanen were forced to announce merger talks after rumours about a deal had leaked on to the floor of the Amsterdam stock exchange, prompting the bourse to launch an insider trading investigation. The merger will create a company with turnover of £1.48bn (\$2.7bn) and a workforce of around 9,000. The merger proposal, which

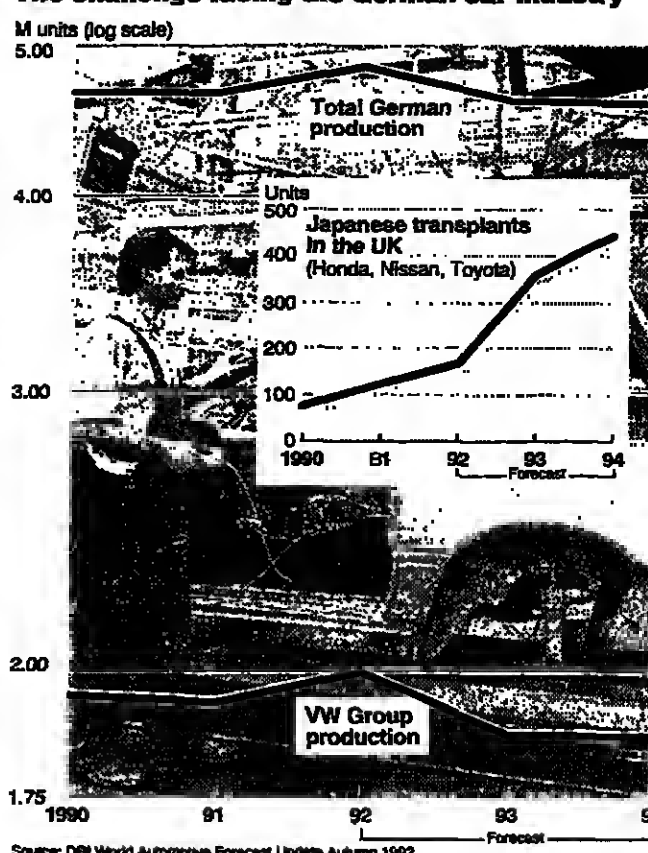
Christopher Parkes analyses change at Europe's leading carmaker

Volkswagen's withdrawal last week from Swatch-Mobil, a development project for a high-fashion fun car, illustrates two topical points about Europe's leading motor manufacturer: this is no time for either extravagance or frivolity. The fact that VW, which is to invest an average DM9bn (\$5.6bn) annually for the next five years in its vehicles operations, balked at paying a mere DM50m a year to continue work on a promising micro-car in collaboration with the Swiss watch industry, showed how closely costs are being scrutinised. It provided few clues, however, to VW's responses to the bigger questions being asked: how the group will reverse increasing operating losses in the core Volkswagen division (VW1bn last year), reinstate itself in the US market where it has less than 1 per cent of market share, correct its German plants' relative cost disadvantages estimated at \$1,000 a car vis-a-vis the Japanese, compete effectively while the D-Mark is stuck at unhelpful exchange rates, deal with the domestic demand slump, and at the same time face up to the Japanese threat.

All German carmakers face similar long and short-term issues, but VW is the only one not yet to present something resembling a coherent response. The new chairman, Mr Ferdinand Piëch, was widely expected to correct this after the extended Christmas holidays. However, little has emerged apart from shuffling and fudge. A supervisory board meeting resulted in modest cuts and unclear postponements in the group's medium-term investment plan. The personnel director, responsible for this year's 5 per cent pay award (compared with less than 4 per cent in other sectors) was moved sideways. Mr Piëch's admirers had looked forward to the announcement of a grand design comprising sweeping job cuts - in the cumbersome management hierarchy, on the board as well as the shop floor - and plans, at least in outline, for an overhaul of manufacturing methods. By most estimates, VW's German manufacturing operations are carrying 50,000 surplus workers. Its flagship Wolfsburg works is regarded as a white elephant and a quality-control disaster zone. Annual sales per employee of DM285,000 in 1991 compared poorly with DM475,000 at Adam Opel, the General Motors' subsidiary, and Ford-Werke's DM466,000. Mr Piëch is acting more slowly than was anticipated of a man who came from Audi proclaiming: "How can I be patient while Japanese manufacturers' costs are 30 per cent better than those in Germany?" A little patience is necessary, however, while VW's

VW may be last to run from the Japanese bear

The challenge facing the German car industry



new chief comes to terms with Mr Franz Steinkühler, head of the powerful IG Metall metalworkers' union. Not only does VW management have to negotiate pay and conditions with Mr Steinkühler's team, it also has to live with him as a senior member of the supervisory board. In a boardroom alliance with representatives of the Lower Saxony government - a Social Democrat/Green coalition that controls 20 per cent of VW shares - the union boss represents a formidable opponent to radical change, especially job losses. According to Mr Louis R. Hughes, former head of Opel, General Motors' German subsidiary, the German industry work force should be cut by half - 450,000 - during the next few years. Even the most modest estimates say 200,000 workers must go to retain competitiveness. The main reason for change is the build-up of low-cost Japanese capacity in European transplant

'How can I be patient while Japanese manufacturers' costs are 30 per cent better than those in Germany?'

works, which are expected to be capable of producing up to 2m cars a year by the end of the century (compared with 5.3m from German manufacturers). About 750,000 will be aimed at the market segments where Germany is most strongly represented. There is a further, potent force at work: recession, which has paradoxically presented indige-

nous manufacturers with an opportunity. It gives management a chance to hasten changes in political and popular attitudes. That is essential if structural adjustments are to happen with the minimum disruption. Job cut plans, announced by almost all German carmakers a year ago, have been accelerated. Short-time working is in operation in most plants, and VW and Opel have sought to drive home the none-too-subtle message to the workforce with extraordinarily grim forecasts of falls in German and European demand for cars this year of up to 20 per cent and 10 per cent respectively. These measures will have compounded the shock effects of recent investment decisions - BMW to open its first foreign plant in the US, Mercedes' cancellation of a DM1bn truck plant in eastern Germany and Audi's choice of Hungary instead of eastern Germany for an engine parts works.

In that climate, negotiations to postpone a further one-hour cut in western engineers' working week and to water down a deal to give their eastern colleagues full-pay parity by next year have more than a fair chance of success. If the employers win, it could signal the start of the adjustment in attitudes demanded by Mr David Herman, fresh from Saab as successor to Mr Hughes. Shooked by 10 per cent absenteeism at Opel, where 3,500 production workers fail to turn up every day, he said it was time to start thinking and acting in global terms. "In terms of productivity, labour costs, working hours and absenteeism, the German economy has fallen steadily behind its most important competitors for the past six years," he added.

Opel, like Ford-Werke, has drawn heavily on its parent's experiences with the Japanese back home in adjusting its German cost base and manufacturing methods. As part of its reward, and part of the price VW has paid for its lack of attention to domestic matters, it has won market leadership in eastern Germany. Not so long ago, Germans used to enjoy their jokes about the Opel. It was a car for proles: "Jeder Popel braucht sein Opel." Mr Hughes made his own joke about the German car industry as he prepared to leave Opel last summer. It concerned two hunters confronted by an angry bear. One quickly pulled on his running shoes. The other laughed: "That's no use, the bear can easily outrun a man." "That's not the point," his pal replied. "The main thing is that I can outrun you." German motor industry executives still like to tell it, even though few find it funny any more. Change at Porsche, Page 18
BMW sales, Page 18

Pirelli nears target for sum raised by disposals

By Haig Simonian in Milan

ONE OF the last pieces in the disposal of the diversified products division of Italy's Pirelli tyres and cables group fell into place yesterday with the sale of its STL Superga shoes and clothing subsidiary. The buyer, a subsidiary of the Milan-based Sopaf investment banking group, is paying £103bn (\$70m) for the businesses, which involve Pirelli's Superga shoes and K-Way sports clothing lines. The transaction will give Pirelli an extraordinary gain of £70bn, to be used partly to cover extraordinary losses in the 1992 accounts stemming from restructuring and other costs. The sale brings to £850bn the amount raised in disposals from Pirelli's diversified products division and other activities, notably property. The company has set itself a £1,000bn target for sell-offs by mid-1993. Pirelli has now sold seven of the nine business units in its diversified products division. The operation was put on the block to raise cash after the failure of Pirelli's takeover bid for Continental, its German rival, in November 1991. The two units still to be sold involve transmission belts, hoses and some minor activities. The latest disposal will reduce Pirelli's group debt by about £160bn, as the purchasers are also taking around £57bn in STL Superga debt. The company, which had sales of £280bn last year, is well known in Italy for its fashionable sports shoes. Pirelli & C, its ultimate holding company, will take 12 per cent of Superga, while Italian and foreign investment funds are likely to take minority stakes.

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Habitat Europe
to
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We acted as financial advisor to Storehouse PLC in this transaction.
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January 1993

INTERNATIONAL COMPANIES AND FINANCE

Porsche family steps down from leading board roles

By Christopher Parkes
in Frankfurt

TWO senior members of the Porsche family are to stand down from leading roles on the supervisory board of the troubled sports car maker to make way for "an outstanding entrepreneurial personality" from the chemicals industry.

Mr Haimut Sihler, former chairman of the management board at Henkel, was yesterday nominated as head of the Porsche supervisory board in succession to Mr Ferdinand "F.A." Porsche, who remains a full member of the board.

Mr Sihler will also take over the board seat occupied by Mr Ferdinand "Ferry" Porsche, the 83-year-old son of the company's founder, who will retain a role as honorary chairman.

The changes mark a further

development in the management culture at the group, which last year plunged into loss for the first time. Four months ago, Mr Arno Bohn was replaced as chief executive of the management board by Mr Wendelin Wiedeking, former production chief.

They are likely to generate further speculation about Porsche's future. Mr "Ferry" Porsche is regarded as one of the old guard, insisting Porsche remains independent, "as long as I am captain on board".

However, the group is tightly controlled by the founding family and the Pisch family, related by marriage, which control 100 per cent of the voting shares and 40 per cent of the preference stocks.

Most recent speculation has focused on a takeover by Volkswagen, where Mr Ferd-

inand Pisch, former head of Audi, took over as chief executive on January 1.

The group has suffered badly in the international recession, particularly in the US. In the last financial year to the end of July, 1992, it lost a net DM65.8m (\$41.3m) after a profit of DM17m.

Last month, the controlling families agreed to forego their dividend entitlements on the common stock and the board proposed reducing the pay-out on preference shares to DM2.50 from DM10 in the previous year.

Mr Wiedeking said then that sales and earnings would fall further this year.

He warned that if Porsche could not increase its sales, plans to cut a fifth of the workforce would have to be reviewed.

BBL and Eagle Star unite against surveyors

By Richard Lapper in London

EAGLE STAR, the insurance subsidiary of BAT Industries, and Banque Bruxelles Lambert (BBL), the Belgian bank, are to take legal action against two firms of chartered surveyors after yesterday reaching agreement in a long-running legal dispute over mortgage indemnity insurance.

Eagle Star will pay a maximum of £97.5m (\$135.7m) to settle the dispute with BBL, which lodged an insurance claim on policies covering commercial property loans after borrowers, including Land & Property Trust, defaulted during 1990.

BBL said total losses of some £308m had been extended to three separate property developments affecting six properties. The bank said its exposure via banking syndicates amounted to 46 per cent of this amount (or about £142m).

The total value of losses on the loans including rolled-up interest is understood to be about £200m.

The precise value of the settlement will depend on the outcome of separate legal action which the insurer and bank will jointly take against two firms of chartered surveyors - Lewis & Tucker and John D Wood Commercial, alleging that valuations provided for the six properties were negligent.

BBL will receive £70m plus the first £25m of any cash recovered from the valuers in the joint action. Proceeds from all other monies recovered will be shared on a 50:50 basis between the two companies. Eagle Star could reduce its net loss through further recoveries from its reinsurers.

Mr Michael Heath, executive director, said Eagle Star "was gratified" by the settlement which reduces uncertainty about company's exposure to property-related insurances.

Pre-tax losses were £394m in 1991, and £66m in the first nine months of last year. Late last year BAT Industries pumped £450m into the company to boost its solvency.

GEC Alsthom starts German talks

By Judy Dempsey in Berlin
and Andrew Baxter in London

GEC Alsthom, the Anglo-French power and transportation equipment company best known for the TGV high-speed train, has opened preliminary talks aimed at buying Deutsche Waggonbau, the large eastern German railway equipment group.

If the negotiations between GEC Alsthom and the Treuhand privatisation agency are successful, GEC Alsthom would gain an important foothold in the German rail equip-

ment market and double the size of its transport division, which had sales of ECU1.41bn (\$1.73bn) in 1991-92 and nearly 17,000 employees.

"We are very interested in DWA," GEC Alsthom said yesterday. The Anglo-French group makes locomotives and all types of passenger rolling stock, while DWA makes non-powered passenger vehicles, freight wagons, bodies and passenger coach equipment.

DWA is one of Europe's largest rail equipment manufacturers and employs more than 16,000 people. It is one of the

few enterprises in eastern Germany recording a profit.

The company had turnover last year of DM29bn, and achieved a profit of DM206m despite being forced to find new markets both in Germany and European Community countries when trade with the countries of eastern Europe virtually collapsed after 1990.

Until then, more than 80 per cent of DWA's exports went to east European markets, but now over 40 per cent of its exports are sold to western Germany and EC markets.

GEC Alsthom, owned jointly by GEC of the UK and France's Alcatel Alsthom, does not face tough competition from German companies. The Federal Cartel office has ruled out Siemens or AEG, the most obvious purchasers, from buying DWA.

Treuhand officials had recently questioned whether it would be possible to sell off DWA given that it had lost its large Russian market, or whether any foreign company would want such a large concern that could not be easily sold off in separate tranches.

NFC to sell waste management division

By Angus Foster in London

NFC, the UK transport and logistics company, is about to sell its waste management division to Wessex Waste Management, the joint venture between Waste Management of the US and Wessex Water.

The sale is expected to be finalised later this week. None of the parties would comment on the transaction, but it is understood the sale price is slightly more than £100m (\$152m).

NFC's shares gained 10p to 271p, prompted by a circular from NatWest Securities saying the sale was "imminent". Mr Robert Miller-Bakewell, the

circular's author, said the purchase was at a "full price" but below NFC's original target of \$160m.

The deal would make Wessex Waste Management one of the UK's top five waste specialists, behind companies such as Cleanaway and Biffa.

WWM has recently considered several potential acquisitions and wants to lift annual turnover to improve margins.

WWM, which trades under the name UK Waste, was set up in 1981.

Following the acquisition of Wimpey's waste division, it has raised annual turnover to about £45m.

If the NFC deal is approved, the enlarged group's turnover would approach £80m, compared with £90m at Biffa, which is owned by water company Severn Trent.

NFC's waste division, which is highly regarded, was started in 1962. It is one of the top 10 companies in the UK and especially strong in the north west.

In the year ended September 1991, the division made operating profits of £3.72m on turnover of £29.8m.

Following a review of strategy two years ago, NFC has regularly said the division is not core to its main businesses of transport, logistics and home services.

Another non-core business, Pickfords Travel, was sold last year to Airtours for £16m.

NFC is also keen to expand its logistics business and last year spent £75m on acquisitions in the US and Europe. This pushed year-end gearing to 55 per cent, which some analysts said was high and could hold back growth.

According to one observer, NFC decided on selling WWM because waste management is becoming dominated by large specialists who can afford heavy capital expenditure.

"Waste is long term and capital hungry so there are better places for NFC's money," he said. Lex, Page 16

BMW expects fall in deliveries

By Christopher Parkes

BMW, the German luxury car maker, expects deliveries to distributors to fall this year for the first time since 1974.

The setback follows progress in 1992 when BMW recorded a 4.7 per cent increase in turnover and a 7.6 per cent rise in deliveries to 598,000 units. However, turnover growth was hit by currency devaluations and the increased share in sales of the cheaper 3-series. Profits, which were not disclosed, were satisfactory in the light of general conditions, the

group said in a letter to shareholders yesterday.

Publication of the letter knocked DM15.30 off BMW shares in Frankfurt, which closed at the day's low of DM601.50. The DAX index of 30 leading shares fell 18.40 points to 1,569.24.

The group said it expected world demand for new cars in 1993 to stagnate at 1992's level of 33.5m. Recovery in the US was likely to be offset by weak demand in Japan and Europe, especially Germany.

The group said economic improvements, expected in the

second half, would not prevent a fall in BMW deliveries for the year. This would be only the second interruption to more than 30 years of progress.

Productivity improvement programmes, which last year saw 1,800 job losses in Germany, would be continued.

Last year, new BMW registrations in Europe climbed 7 per cent to 440,000 units of which 245,000, an increase of 6 per cent, were made in Germany.

Meanwhile, sales in the US rose 23 per cent to 65,700, reversing a long-term decline.

Shares in Montedison tumble by 5%

By Robert Graham in Rome

SHARES IN Montedison, Ferruzzi's chemicals arm, fell nearly 5 per cent yesterday following suggestions that ENI, the Italian state oil concern, had taken their 1990 Enimont deal to arbitration.

In November 1990, after long negotiations, ENI agreed to buy Montedison's 40 per cent stake in their jointly-run chemicals and pet-

rochemicals group, Enimont.

However, Ferruzzi denied the report in Il Mondo magazine that ENI was seeking up to L800bn (\$580m) in compensation for the Enimont deal as "gratuitously inaccurate". ENI refused to comment.

Arbitration procedures were built into the sale of Montedison's stake to ENI for L2,805bn, yesterday, ENI was coy about confirming whether it invoked the arbitration panel -

and, if so, in what context.

The spotlight has also been turned on the Enimont affair, engineered when Mr Raul Gardini still headed Ferruzzi, after Rome magistrates reopened an enquiry into the treatment of minority shareholders. This enquiry is believed to have been prompted by magistrates following up leads on alleged political kick-backs in the wake of the Milan corruption scandal.

Trumpf posts sharp profits fall as demand declines

By Andrew Baxter

TRUMPF, one of Germany's biggest machine tool builders, has announced a sharp fall in group net profits for the year ended June, due in the strength of the D-Mark, steep rises in domestic costs and sluggish demand in its home market.

Privately-held Trumpf, one of the world's biggest manufacturers of machines for punching, nibbling, bending and forming sheet metal, said profits fell to DM38.7m (\$24.33m) from DM59.8m in 1990.

Worldwide turnover fell 6.2

per cent to DM677.8m - representing a relative increase in overall market share, the company said.

Demand in Germany fell 9.2 per cent, but the company was encouraged by a decline of only 3.1 per cent in sales by foreign subsidiaries. In particular, US turnover rose 30 per cent, while in the UK turnover held steady as the company increased its customer base.

Dr Berthold Leibinger, president, said: "Too much uncertainty exists worldwide, and although there have been some signs of hope from the US, we cannot say whether this signals a worldwide upturn."

Daf shares suspended ahead of funding statement

By Ronald van de Krol
in Amsterdam

TRADING in Daf, the loss-making Dutch truckmaker, was suspended yesterday on the Amsterdam stock exchange ahead of the unveiling today of a recovery plan which is expected to involve the provision of further credit from the company's bankers based on a promise of support by the Dutch state.

Daf, which declined to give any details of the plan, said it had asked the stock exchange to suspend trading in its shares until after the plan is released in mid-afternoon. Daf closed

on Friday at Ft 7.20.

The Dutch government would not be drawn on whether it planned to take a stake in the company as part of efforts to provide more capital. The government already owns a small indirect stake in Daf through the chemicals group DSM, which holds 5.9 per cent of Daf's shares and which is itself 31 per cent state-owned.

British Aerospace is Daf's biggest foreign shareholder with a stake of 10.9 per cent. Other shareholders include ABN Amro Bank, the company's "house" bank, and insurance companies Aegon and ING.

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INTERNATIONAL COMPANIES AND FINANCE

Bankers Trust soars 24% despite trading setback

By Alan Friedman
in New York

BANKERS TRUST, the big New York banking group, yesterday unveiled a healthy 24 per cent rise in fourth-quarter 1992 net earnings, to \$170m, or \$1.57 per share.

The profits improvement occurred despite a fourth-quarter trading revenue of \$101m. It was helped along by lower bad debt provisions and higher net interest and fee income.

The bank's net interest revenues before provisions in the fourth quarter were \$396m, sharply higher than the \$168m recorded in the last quarter of 1991.

Fiduciary and funds management generated \$159m of revenues, up by 19 per cent year-on-year. Fees and commissions were up 9 per cent at \$144m.

Fourth-quarter bad debt provisions declined by 25 per cent to \$50m. Provisions for the



Charles Sanford: 'Bank positioned for promising 1993'

per cent to \$2.46bn in the final quarter of 1992.

For the full year, Bankers Trust recorded \$761m, or \$8.82 per share, of net profits, up by 14 per cent on the \$667m, or \$7.75, earned in 1991.

Mr Charles Sanford, chairman of Bankers Trust, said the results demonstrated the inherent strength within the bank's portfolio of businesses, including risk management, underwriting, advisory, asset management, lending and operational services.

He said favourable trends in asset quality positioned the bank for a promising 1993.

The bank's capital was also strengthened during 1992, with total equity of \$3.8bn at year-end, some \$397m higher than at the end of 1991. The important tier one capital-to-assets ratio used by bank regulators was 7.65 per cent at year-end.

On Wall Street, the bank's share price was \$1 1/4 lower at \$6 1/2 before the close.

US forestry group rises sharply in quarter

By Karen Zagor
in New York

WEYERHAEUSER, the US forest products group, yesterday posted sharp gains in fourth-quarter earnings, reflecting improved economic conditions and the benefits of the company's restructuring.

Net income for the three months to December 27 was \$86.3m, or 42 cents a share, on sales which rose 10 per cent to \$2.34bn.

A year earlier, Weyerhaeuser took restructuring charges of \$288m which contributed to a fourth-quarter loss of \$266.4m, or \$1.27, on sales of \$2.13bn. Excluding special items, it earned \$26.6m, or 13 cents, a year ago.

For the whole of 1992, earnings amounted to \$372m, or \$1.83, on sales of \$9.2bn, against a net loss of \$162m, or 80 cents, on sales of \$8.7bn.

Stripping out one-time items in 1991, the group earned \$182.1m, or 90 cents, last year. Its timberlands and wood products division posted near record fourth-quarter earnings, driven by strong prices.

The company benefited from environmental regulations which have reduced the supply of timber and pushed up prices.

Operating profits from forest products stood at \$175m for the quarter and \$515m for the year. A year earlier, the division had a fourth-quarter loss of \$67m and earnings of \$155m for the year, including restructuring charges of \$152m in the 1991 fourth quarter.

Pulp and paper operations saw operating profits of \$47.5m in the 1992 fourth quarter and \$251m for the year.

Rockwell buys Sundstrand unit

By Louise Kahoe
in San Francisco

ROCKWELL International, the diversified US electronics manufacturer, is to acquire the data control division of Sundstrand, for \$225m.

Rockwell plans to merge the Sundstrand unit with Collins Commercial Avionics, its civilian avionics business.

Sundstrand said in a statement that the sale would result in a "significant, non-recurring financial gain".

Sundstrand Data Control manufactures flight data and cockpit voice recorders, ground proximity and wind shear warning computers, flight management systems and

other instrument systems for use in aircraft.

The company has operations in Washington and Arizona and had 1991 sales of approximately \$216m.

"Our decision to sell Data Control is based on our belief that it will be better positioned to serve future integrated cockpit and flight safety markets by teaming with a company whose core business is avionics," said Mr Harry Stonecipher, Sundstrand chairman, president and chief executive.

The Sundstrand unit will be merged with Rockwell's Collins Commercial Avionics, based in Iowa, which produces communications,

navigation, flight control and position location products.

Rockwell recently reported first-quarter net income of \$127.6m, up 4 per cent from the same period last year. Earnings per share were 58 cents, up from 54 cents.

Its sales, however, declined to \$2.49bn from \$2.56bn in the first quarter of fiscal 1992.

The company said sales of industrial automation and telecommunications products rose strongly, while earnings of its avionics operations also advanced.

Defence electronics earnings declined slightly. Aerospace earnings were down, reflecting lower sales to the Space Shuttle programme.

Slow economy restrains Corning

By Karen Zagor

CORNING, the US specialty glass group, yesterday reported a 6 per cent improvement in underlying fourth-quarter earnings to \$91.6m, or 47 cents a share.

During the quarter, Corning adopted new accounting standards which reduced reported net income by \$45.3m. Corning's post-retirement benefits expense increased by \$5.1m.

Including these items, net income fell to \$41.2m, or 21 cents a share, from \$95.6m, or 45 cents last year.

Sales rose 21 per cent to \$936.2m from \$826.3m.

Mr James Houghton, chairman, said: "The strong improvement in consolidated operations was led throughout the year by growth businesses, primarily optical fibre and cable, laboratory services and environmental products."

"However, we continued to be restrained by a sluggish world economy, particularly in Brazil, Europe and Japan."

For the full year, Corning posted a net loss of \$12.6m, or 8 cents, on sales of \$3.71bn, against net income of \$316.8m, or \$1.69, on sales of \$3.26bn in 1991.

Stripping out one-time items

in both years, Corning's 1992 earnings rose 10 per cent to \$343.4m, or \$1.81.

The company's Dow Corning 50-50 joint venture with Dow Chemical, which was once the largest maker of silicone gel breast implants, continued to hurt Corning's earnings.

Weak operating results and one-time charges at Dow Corning reduced equity company earnings significantly in both the fourth quarter and full year.

Corning said the decline was moderated by strong earnings from Samsung-Corning, which more than doubled its earnings.

Gerber earnings decline 10%

By Karen Zagor

GERBER Products, the US consumer products and services group, reported third-quarter net earnings of \$26.5m, or 36 cents a share. This compared with \$14.5m, or 19 cents, a year earlier, but this was after an after-tax charge of \$16m, or 21 cents, to restructure the company's apparel operations, Reuter reports from Fremont.

The group, which raised baby food prices in October, blamed the 10 per cent profits fall, excluding the charge, on a drop in orders due to higher price competition and a declining US birth-rate.

Nynex to buy back 8m shares

NYNEX, the US telecommunications group, is repurchasing up to 8m of its common shares in the open market on January 26, in a programme lasting up to 10 years, Reuter reports from New York.

As stock options are exercised, repurchased shares will be released into the open market. On February 1, Nynex will begin a separate repurchase programme to buy 2.6m common shares in 1993.

Ivaco to sell 52% Laclede stake

IVACO, a Canadian steel products group with 75 per cent of its business in the US, has put its 52 per cent controlling interest in Laclede up for sale, writes Robert Gibbins in Montreal.

Laclede, based in the US, has nearly 1m tonnes of modern steelmaking capacity and several product plants. It has weathered the recession in good shape, with book value at around US\$100m.

However, Ivaco, carrying a

high debt load from rapid expansion in the early 1980s, has been hit by the long recession and a high Canadian dollar from 1988 to early 1992.

It has appointed Paine Webber, the New York investment bankers, to find a buyer.

Lower interest charges and other non-operating factors helped Imperial Oil, Canada's biggest oil company and a subsidiary of Exxon of the US, lift net earnings by 20 per cent last year, writes Bernard Simon.

However, lower crude oil volumes, pipeline interruptions and narrower margins on refined products continued to depress the company's operating performance.

Net earnings rose to C\$195m (US\$152.3m), or C\$1.01 a share, from C\$162m, or 84 cents, in 1991. Fourth-quarter earnings were C\$51m, compared with a C\$124m loss. Annual revenues fell to C\$9.13bn from C\$9.5bn.

Norwegian bank losses revised upwards

By Karen Fossell in Oslo

THE NORWEGIAN Banks Association, a group representing the country's commercial banks, has increased its estimate of members' 1992 composite losses to Nkr4.6bn to Nkr5.0bn from Nkr4.0bn (\$442m).

It warned that some banks may also need state cash in 1993. In the past five years, the state has injected an estimated Nkr2.0bn to prop up the ailing commercial bank sector.

The association estimated that the commercial banks' combined credit loss in 1992 was Nkr8.8bn to Nkr9.0bn, down from a record Nkr13.5bn in 1991.

The banks' non-performing loans in 1992 hit Nkr2.0bn while property acquired by the banks last year due to defaults

on loans had a total value of Nkr7.0bn, resulting in an estimated loss of income of Nkr3.0bn.

It has also been estimated that the value of domestic commercial and residential property in the past five years has plunged by Nkr500bn, resulting in the banks writing-off an estimated Nkr60bn on their property portfolios.

The association said that high interest rates on deposits had made it more attractive for the banks to raise capital domestically, rather than in international capital markets.

London-based financial analyst Fox-Pitt, Kelton warned in a report that Den norske Bank, Norway's biggest bank, was not likely to post earnings until 1995.

"Further large losses anticipated for 1993 could be sufficiently large to wipe out at least some of [DNB's] preference capital. In any case, no meaningful earnings are likely before 1995, by which time dilution from the conversion of government preference stock could be huge," the analyst said.

DNB's ordinary share capital was written down to zero by the government at the end of November, after losses had plunged the bank's capital adequacy below the minimum 8 per cent requirement.

The state was therefore forced to provide DNB with Nkr1.5bn in new preference capital and a guarantee of Nkr600m, boosting its DNB shareholding to an estimated 70 per cent.

DNB's 134 savings banks narrowed their best performance last year, turning a combined net loss of Nkr1.65bn in 1991 into a profit of Nkr650m for 1992, according to preliminary figures revealed by the Savings Banks' Association. The sharp improvement in 1992 was helped by reduced credit losses, higher net interest income and lower operating costs.

"The savings banks are on their way out of the [banking] crisis. There is much work left to be done - like reducing further credit losses and improving earnings - before we can say the [savings] banks are completely out of the crisis," said Mr Hans Halle, an association executive.

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REPUBLIC NEW YORK CORPORATION SAFRA REPUBLIC HOLDINGS S.A.

Consolidated Statements of Condition

	REPUBLIC NEW YORK CORPORATION		SAFRA REPUBLIC HOLDINGS S.A.	
	December 31,		December 31,	
	1992	1991	1992	1991
(in thousands of US\$, except per share data)				
Assets				
Cash and due from banks	\$ 490,711	\$ 412,026	\$ 34,915	\$ 48,262
Interest bearing deposits with banks	10,562,885	8,776,578	3,759,581	3,276,098
Precious metals	412,105	278,309	619	775
Investment securities	12,331,471	9,666,692	5,194,337	4,160,744
Trading accounts securities	702,479	268,950	37,327	9,535
Federal funds sold and securities purchased under resale agreements	1,505,274	10,546	—	—
Loans, net of unearned income	8,007,457	8,568,958	1,101,451	1,328,348
Allowance for possible loan losses	(241,020)	(227,454)	(52,376)	(13,805)
Other assets	7,766,437	8,341,504	1,049,075	1,315,043
Total assets	\$37,146,388	\$31,230,805	\$10,351,859	\$9,066,960
Liabilities				
Total deposits	21,102,187	20,382,902	6,897,172	6,945,948
Short term borrowings	5,738,822	1,802,744	1,542,287	477,982
Other liabilities	3,408,529	3,917,139	233,053	151,484
Long term debt	2,502,497	1,718,882	547,600	392,002
Subordinated long-term debt and perpetual capital notes	2,130,924	1,401,543	—	—
Shareholders' Equity				
Cumulative preferred stock	556,425	456,925	—	—
Common stock and surplus, net of treasury shares	708,642	708,530	902,490	907,373
Retained earnings	998,362	832,140	229,257	192,171
Total shareholders' equity	2,263,429	1,997,595	1,131,747	1,099,544
Total liabilities and shareholders' equity	\$37,146,388	\$31,230,805	\$10,351,859	\$9,066,960
Book value per share	32.71	29.60	63.92	61.77
Client portfolio assets in custody			3,056,873	2,212,656

Summary of Results

Net income, for the year ended	\$ 258,883	\$ 227,360	\$ 92,466	\$ 84,475
Net income per common share	\$ 4.42	\$ 3.95	\$ 5.22	\$ 4.75
Average common shares outstanding	52,204	51,852	17,709	17,799

Republic New York Corporation
Fifth Avenue at 40th Street
New York, New York 10018

Safra Republic Holdings S.A.
32, boulevard Royal
2449 Luxembourg

Banking Locations
Geneva, Gibraltar, Guernsey, London, Lugano, Luxembourg, Milan, Monte Carlo, Paris, Zurich, Beverly Hills, Cayman Islands, Los Angeles, Mexico City, Miami, Montreal, Nassau, New York, Buenos Aires, Caracas, Montevideo, Punta del Este, Rio de Janeiro, Santiago, Beirut, Beijing, Hong Kong, Jakarta, Singapore, Taipei, Tokyo

The above statements of condition represent the consolidated accounts of Republic New York Corporation and its wholly owned subsidiaries and Safra Republic Holdings S.A. and its wholly owned subsidiaries. Republic New York Corporation owns 48.99% of Safra Republic Holdings S.A., which is accounted for by the equity method.

On a fully consolidated basis, total assets exceed US\$46 billion and total capital, including minority interest and subordinated debt, exceeds US\$ 4.9 billion.

IRAN

The FT will be publishing its first survey on Iran for eight years on February 8 1993.

Rich in internal resources, Iran is once again becoming a magnet for international business interest. With the Iran-Iraq war well behind it, the country faces immense challenges and opportunities.

For further information call Tina Louise Collins Tel: 071-873 3230 Fax: 071-873 3595

FT SURVEYS

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Floating rate notes 1994

Notice is hereby given that the rate of interest relating to the above issue has been fixed at 5.25 per cent for the period 26 January 1993 to 26 April 1993.

Total interest payable on 26 April 1993 will amount to US\$263.42 per US\$10,000 note and US\$6,635.42 per US\$250,000 note.

Agent: Morgan Guaranty Trust Company
JPMorgan

Republic of Austria
U.S. \$300,000,000
Floating Rate Notes due 2003

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the six month period ending 26th July 1993 has been fixed at 5% per annum.

The interest accruing for such six month period will be U.S. \$25.28 per U.S. \$1,000 Bearer Note, and U.S. \$252.78 per U.S. \$10,000 Bearer Note and U.S. \$2,527.78 per U.S. \$100,000 Bearer Note on 26th July 1993 against presentation of Coupon No. 1.

Union Bank of Switzerland
London Branch Agent Bank
21st January, 1993

JPY 15,000,000,000
BRITISH AIRPORTS
FINANCE B.V.

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Interest Rate 8.75% p.a.
Interest Period January 25, 1993 to July 25, 1993

Interest Amount due on July 25, 1993 per JPY 10,000,000 JPY 188,319

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Arnotts looks at buy-back scheme to prop shares

ARNOTTS, the Australian biscuit company, is considering a share buy-back scheme to support the share price after the closure on Thursday of a takeover offer by Campbell Soup, the US food group.

Arnotts said the scheme had been suggested by Schroders Australia, the merchant bank which is advising the board. The buy-back would apply to up to 10 per cent of the stock.

However, Mr David Johnson, Campbell managing director, said the scheme was "a transparent sure born of panic". Mr Johnson said Campbell would use its shareholding to block the scheme.

"Campbell clearly has the power to block the buy-back. Making a takeover would use that power," said.

Arnotts' shares have consistently traded above Campbell's offer price of A\$9.50, but analysts have suggested they could fall as low as A\$7 (US\$4.80) after the offer closes.

Schroders is believed to have suggested that the buy-back scheme might persuade institutional shareholders to reject Campbell's offer by providing an alternative buyer for part of their holdings.

Mr Paul Binstead, a Schroders director, said Campbell had agreed to the inclusion of buy-back provisions in Arnotts' articles of association in 1990. However, Mr Binstead said no decision on whether to proceed with the buy-back would be made until after the offer expires.

Campbell has lifted its stake in Arnotts to 34.1 per cent from 33 per cent since launching the bid. However, Campbell needs 35.1 per cent of the shares to control the board and a 1995 shareholding agreement.

Mr Bill Purdy, Arnotts' chairman, said he was confident that Campbell had "no chance" of gaining control because small shareholders and members of the Arnott family were reluctant to sell.

PIONEER Electronic of Japan has purchased a 66 per cent stake in *Musique Diffusion Française* (MDF) of France, formerly a sales distributor of Pioneer in France. **AP-DJ** reports from Tokyo.

The French company, which will change its name to Pioneer Setton, is located in the suburbs of Paris.

Pioneer has been selling its products, including audio and video goods, in the market

Pioneer did not reveal the cost of its purchase. The deal, making 33 per cent stakes in the company, was announced by Mr J.J. Setton, chairman of the new company and formerly the owner of MDF. Pioneer has also acquired the 33 per cent it didn't own in a joint audio products venture with MDF, making the company, Pioneer Electronics, a wholly-owned subsidiary of Pioneer.

THE STATE government of Western Australia has proposed a merger of state-owned R&I Bank of Western Australia with Challenge Bank, a small commercial bank based in the state, AP-DJ reports from Perth.

R&I Bank said the proposal had "attractions" but it would prefer to wait until late 1994, when it expected to improve its financial performance. R&I Bank has total assets of \$9.9bn (US\$6.8bn). Assets at challenge total A\$3.4bn.

**By Philip Gawith
in Johannesburg**

A TURNROUND into profit at the Harmony gold mine helped Randgold, the gold arm of the Barlow Rand group, to record a R5.7m (\$2.2m) after-tax profit during the December quarter compared to a R3.5m loss in the previous quarter.

Harmony's performance, achieved with special government dispensation to blast on Sundays, and to blast more than once in 24 hours, could well be instrumental in hastening reform of restrictive laws which hamper productivity in the gold mining industry. A number of other marginal mines have recently sought similar exemptions from the government.

Harmony itself made an after-tax profit during the quarter of R3.5m compared with a R5.7m loss the previous quarter. Mr John Turner, chairman of Harmony, said permission to blast on Sundays, granted in September, had diminished the risk of clo-

He added that the mine was not yet out of the woods and would have to maintain current levels of grade and production to stay profitable. This would require continuing Sunday operations. The exemption granted in this respect is to be reviewed in March.

During the December quarter, Harmony produced an extra 563kg of gold, out of a total production of 5.305kg. This contributed an extra \$13.2m working profit to the mine's results.

Harmony, with a 14,600 workforce, is the largest marginal mine in the industry. Its closure would have serious implications for the nearby Free State town of Virginia.

Elsewhere in the group, Duran Deep had a steady quarter with after-tax profits of \$9963,000, against R1m. Increased production and lower costs helped Glyco-vent produce a fixed profit to \$14.3m from R1.5m.

Losses at RHPM rose to R7m from R3.4m with production to 596kg from 1 685kg.

Plans to privatise Italy's state sector are starting to take shape, writes King's College London

THE world's investment bankers are flooding to Rome as plans to privatise many of the companies within Italy's overblown state sector take shape.

But IML, which has been asked by the ENI state holding company to advise on selling its Nuovo Pignone engineering subsidiary, is the only domestic bank so far to have been given a sizeable specific mandate.



Piero Barucci: overseeing Italy's privatisation plans

charged with finding buyers
for the various operations on
the block.

stopped, but some competitors view the bank's recent successes with disquiet.

Earlier, it advised SME on disposing of some smaller joint ventures. And it has established a strong rapport with Finnmeccanica, whose Esaote Biomedica subsidiary it is now trying to sell.

Wasserstein Perella's success has created ill-feelings among its rivals, particularly banks which have both commercial and investment banking relationships with the state holding companies. "We are one of the biggest foreign lenders to IRI, which borrows at highly competitive rates," says one leading European bank representative. "But since we have been in the currency business, in spite of submitting various interesting and competitive proposals."

It takes more, however, than a senior Italian figurehead to win mandates. The presence of Mr Romano Prodi, a former Italian chairman, as adviser to Goldsmith Sachs, a top Wall Street investment bank, has not won any Irish privatisation business so far.

Indeed, some bankers suggest that having a heavyweight Italian official on the letterhead can be a positive disadvantage. Though potentially useful as an intermediary thanks to privileged friendships or party political contacts, "their backdoor grounds can often close as they open many doors as they open"

Wasserstein Perella's mandates have triggered allegations, so far only in private, that it has benefited from privileged contacts with the Amato government.

In April 1991, Wasserstein appointed Mr Franco Reviglio, a prominent university professor and former ENI chairman, as an Italy-based "senior international adviser". When the new government took office, Mr Reviglio became budget minister, presiding in one of the three key ministries concerned with privatization.

Wasserstein Perella asserts Mr Reviglio terminated his contract on election as a Socialist party senator in the April 1992 polls. "That was months before he even knew would be done a minister", says a banker. Since then, professional contacts with the bank are said to have wholly

"You must remember the Italian system is based on consensus. It only takes one veto to block a mandate," says the company official at an state hotel. "In Italy, it's probably more important to have few enemies than lots of friends."

But personal factors do count up to a point. Wasserstein Perella's success is partly based on the relationships established when Wasserstein & Co. was still working for First Boston. The latter advised Finmeccanica on crucial deals such as the sale of Alfa Romeo and the acquisition of Fiat's 50% stake in USIL. They also worked for SMR on other transactions.

"That created a firm bond for winning future mandates," notes one IRI executive. The risk for a relatively small house like Wasserstein Perella is to ensure customer relationships rest on more than one individual to avoid disruption should key staff jump ship.

The group said December sales were satisfactory, and forecast a break-even result for the current half year.

Kevin Brown in Sydney. ITW, which has bid A\$2 a share for Siddons through an Australian subsidiary, said it had extended the bid to allow financial institutions more time to accept.

Pacific BBA, a subsidiary of BBA, the UK toolmaker, effectively abandoned a rival bid for Siddons earlier this month by announcing that its A\$88m offer would not be increased.

■ Brierley Investments, the New Zealand investment group, has unwound a joint venture with Guinness Peat Group (GPG), the UK investment company, set up to acquire Australian Consolidated Investments (AcI).

The table below gives the latest available rates of exchange (rounded) against four key currencies on Monday, January 25, 1993. In some cases the rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are tied.

COUNTRY	ESTC	US \$	D-MARK	YEN OX 1000	COUNTRY	ESTC	US \$	D-MARK	YEN OX 1000	COUNTRY	ESTC	US \$	D-MARK	YEN OX 1000
Afghanistan (Afghan)	99.25	63.9423	40.4649	61.6294	Gambia (Gambian)	13.474	8.5399	5.4939	7.0055	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Albania (Alban)	183.56	108.727	69.1376	88.1974	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Algeria (Algeria)	34.45	22.0904	14.0468	17.1915	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Andorra (Andorra)	17.71	11.2274	7.1112	8.8112	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Angola (Angola)	862.37	552.979	351.429	448.567	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Antigua (Antigua)	1.2770	2.6688	1.597	2.1468	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Aruba (Aruba)	2.76	1.6797	1.1253	1.4356	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Australia (Australia)	2.3140	1.4638	0.9435	1.2036	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Austria (Austria)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Azerbaijan (Azerbaijan)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Bahamas (Bahamas)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Bahrain (Bahrain)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Bangladesh (Bangladesh)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Barbados (Barbados)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Belarus (Belarus)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Belize (Belize)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Bhutan (Bhutan)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Bolivia (Bolivia)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Bosnia (Bosnia)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Brazil (Brazil)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Bulgaria (Bulgaria)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Burkina Faso (Burkina Faso)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Burundi (Burundi)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Cambodia (Cambodia)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Cameroon (Cameroon)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Canada (Canada)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Cape Verde (Cape Verde)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Cayman Is. (Cayman Is.)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Cen. Afr. Rep. (Cen. Afr. Rep.)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Chad (Chad)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Chile (Chile)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
China (People's Rep.)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Ciudad Juarez (Ciudad Juarez)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Congo (Congo)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Cosovo (Cosovo)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Cote d'Ivoire (Cote d'Ivoire)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Croatia (Croatia)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Cuba (Cuba)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Cyprus (Cyprus)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Czech Rep. (Czech Rep.)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Dominican Rep. (Dominican Rep.)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Dominican Rep. (D.R.)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
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Dominican Rep. (D.R.)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Dominican Rep. (D.R.)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
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Dominican Rep. (D.R.)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Dominican Rep. (D.R.)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Dominican Rep. (D.R.)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1.6776	1.1756	1.2756	Pakistan (Pak. Punes)	19.3545	25.2394	16.9493	20.4738
Dominican Rep. (D.R.)	1.5595	0.9744	0.6358	0.8111	Ghana (D-Mark)	15.876	1							

Special Drawing Rights: January 22, 1993 United Kingdom £0.90686; United States \$1.37755; Germany 0 Mark 2.21899; Japan Yen172.403
European Currency Unit: January 22, 1993 United Kingdom £1.36633; United States \$1.25066; Germany 0 Mark 1.75705; Japan Yen154.161

Abbreviations: (a) Free rate; (b) Birthrate rate; (c) Commercial rate; (d) Controlled rate; (e) Essential imports; (f) Financial rate; (g) Exports; (h) Non commercial rate; (i) Business rate;
(j) Buying rate; (k) Luxury goods; (m) Import; (n) Import controls; (o) Import rate; (p) Imports; (q) Intermediate rate; (r) Convertible rate; (s) Parallel rate;
Selling rate; (t) Tourist rate; (u) Currencies fixed against the US Dollar (v) Floating rate; z: C/S applies to states in the Republic Zone. (w) Interest rate; (x) Interest rate; (y) Interest rate;
Some data supplied by Bank of America, Economics Department, London Trading Centre. Enquiries: 071 334 4362/5.

FIRST CITY BANCORPORATION
OF TEXAS, INC.
US\$100,000,000
FLOATING RATE NOTES DUE
JANUARY 1995

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest for the three month period 26th January 1993 to 26th April 1993 has been fixed at a rate of 5 1/4% per annum. Interest will therefore be payable at US\$131.25 per US\$10,000 note on 26th April 1993.


CHEMICAL BANK
Agent Bank

U.S. \$75,000,000
SWEDBANK
(Sparbankernas Bank)
Subordinated Floating Rate
Notes due 1997

Notice is hereby given that for the three consecutive periods ended January 28, 1993, to April 26, 1993, the Notes will carry an Interest Rate of 3% per annum. The interest payable on the relevant interest payment dates from January 1, 1993 will be U.S. \$2,226.58 and U.S. \$99.06, respectively for Notes' denominated of U.S. \$250,000 and U.S. \$10,000. The sum of U.S. \$99.06 will be payable per U.S. \$10,000 principal amount of Registered Notes.

By: The Chase Manhattan Bank, N.A.
London, Agent

January 20, 1993

 CHASE

£ Nationwide
£80,000,000
Subordinated Floating Rate
Notes due July 1998
For the three months 21st Jan
uary, 1993 to 21st April, 1993
the Notes will carry an interest
rate of 7% per annum with
coupon amount of GBP 191.1
per GBP 10,000 Note, payable
on 21st April, 1993.
Nationwide Building Society
(Incorporated in England under the
Building Societies Act 1986)
Listed on the Luxembourg Stock Exchange

Bankers Trust
Company, London Agent Bank

**Fly JAL and earn a free
ticket to Hawaii.**

Call your nearest JAL office for details of JAL Mileage Bank Europe.

A black JAL Mileage Bank Europe credit card. The card features the JAL logo in the top right corner, the text "JAL MILEAGE BANK Europe" in the center, and a card number and name embossed at the bottom.

Rome
Halle Simon

INTERNATIONAL CAPITAL MARKETS

Treasuries rise on hopes of tough approach to deficit

By Patrick Harrington in New York and Antonio Sharpe and Sara Webb in London

US TREASURY prices surged at the long end of the market yesterday morning on growing hopes that the Clinton administration will take a tough line on tackling the budget deficit.

GOVERNMENT BONDS

By midday, the benchmark 30-year government bond was up at 104 1/2, yielding 7.250 per cent. At the short end of the market, the two-year note was only slightly firmer, up at 100 1/2, to yield 4.214 per cent.

The market opened higher as investors and dealers got their first chance to react to Sunday's comments by Mr Lloyd Benisek, the new treasury secretary, which suggested that the White House views cutting the deficit as a top priority.

In particular, Treasury investors welcomed his reference to the possible introduction of a broad-based energy tax that would be part of a plan to reduce the deficit by about \$145bn over the next four years.

Until recently, the bond markets have been concerned, not

to say sceptical, about President Bill Clinton's willingness to tackle the deficit issue at a time when he wants to increase economic growth through tax cuts and speeding increases. Mr Benisek's remarks helped address some of those concerns.

UK government bond prices fell in quiet trading ahead of tomorrow's auction of £2.5bn of 8 1/2 per cent Treasury stock due 2007. The long end fell about 1/4 point, while the shorter end eased about 1/2 point.

With all eyes on the auction, prices failed to respond to the day's data which economists said were broadly encouraging since they pointed to a further cut in interest rates.

Lending by banks and building societies (M4) rose a seasonally adjusted £0.2bn in December, an improvement on the November figure when lending fell by £0.8bn, but below market forecasts of a rise of £1.8bn. This suggested the private and corporate sectors remained wary of accumulating new debts.

The Life March gilt future ended down 1/4 at 104 1/2 in moderate volume of 18,816 lots.

GERMAN government bond

FT FIXED INTEREST INDICES

	Jan 25	Jan 22	Jan 21	Jan 20	Jan 19	Year High	Year Low
US 10Y	104.10	104.05	104.05	104.05	104.05	104.05	104.05
US 30Y	104.10	104.05	104.05	104.05	104.05	104.05	104.05
UK 10Y	104.10	104.05	104.05	104.05	104.05	104.05	104.05
UK 30Y	104.10	104.05	104.05	104.05	104.05	104.05	104.05

GILT EDGED ACTIVITY

	Jan 22	Jan 21	Jan 20	Jan 19	Jan 18
10Y	104.10	104.05	104.05	104.05	104.05
30Y	104.10	104.05	104.05	104.05	104.05

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fees	Book runner
ANZ Banking Group (a)	125	(a)	100	Feb 1993	25/100p	USP P&S Securities
CECCO (b)	100	(b)	98.75	Feb 1993	50/250p	Kidder, Peabody Int.

MARKET STATISTICS

RISES AND FALLS YESTERDAY

	Rises	Falls	Same
British Funds	1	0	0
Other Fixed Interest	0	0	0
Commercial/Industrial	0	0	0
Financial & Property	0	0	0
Plantations	0	0	0
Others	0	0	0

LONDON RECENT ISSUES

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

RIGHTS OFFERS

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

TRADITIONAL OPTIONS

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

FT-SE ACTUARIES INDICES

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

BENCHMARK GOVERNMENT BONDS

Coupon	Rate	Price	Change	Yield	Week Ago	Month Ago
Australia	10.000	107.5104	+0.084	8.77	8.85	8.92
Belgium	8.750	107.2500	-0.250	7.83	7.51	7.84
Canada	8.500	106.0000	-0.000	8.09	8.06	7.83

ISRAELI BOND CONVERSIONS

By Hugh Carnegie in Jerusalem and Tracy Corrigan in London

ISRAELI is considering making some government securities sold overseas convertible into equity under the state's industrial privatisation plans, the head of the Israel Bonds Organisation said yesterday.

Last year was a record for sales of Israel bonds, a long-standing source of borrowing for the state, mainly from the Jewish diaspora in the US. More than \$1.16bn was raised, compared with \$900m in 1991.

But the high price paid, as long-term interest rates lagged declines in short-term rates, and the prospective easing of Israel's external borrowing costs due to the granting of US loan guarantees has led the government to scale down its target for the sale of bonds through the organisation in 1993 to \$1bn.

Meanwhile, Israel is keen to press ahead with its first borrowing under the \$10bn loan guarantee programme provided by the US government, according to the accountants' office.

Thirteen US banks are competing for the mandate to arrange the issue in the US bond market. Morgan Stanley is acting as an adviser on the programme and so is excluded from the bidding process. The offering could total up to \$2bn, which would cover a projected \$200m current account deficit.

The structure of the deal has not yet been decided, but the bonds could have a life of up to 30 years, the maximum length of the US government guarantee.

est contracts. Generale Bank is replacing Belgium's number one holding company Ste Generale de Belgique as an option contract.

A spokesman said Belfox was negotiating with several banks - including foreign companies - to become market maker in the new contracts.

THE BELGIAN Futures and Options Exchange (Belfox) is to begin trading options on GIB, the large retailer, and Generale Bank, Belgium's biggest bank, Reuter reports from Brussels.

Belfox said a third contract on the Bal-20 stock market index would be listed shortly after the release of the two latest contracts.

Sweden to launch Y200bn, four-year Samurai deal

By Tracy Corrigan

SWEDEN plans to follow up its Y100bn Eurobond issue, launched 10 days ago, with a

INTERNATIONAL BONDS

Y200bn Samurai deal due to be announced in Japan today. The issue, arranged by Nomura Securities, will be the largest Samurai bond (foreign bond in the Japanese domestic bond market).

The latest offering will bring Sweden's SKR230bn (\$30bn) borrowing package announced last autumn close to completion. Only SKR25bn (\$3.5bn) remains to be raised, according to Ms Christine Holm of the Swedish debt office.

It is not clear whether the completion of the programme

will signal the end of the recent spate of Swedish offerings in the international bond markets. The Swedish parliament lifted restrictions on foreign currency borrowing last year, due to the country's mounting funding needs. The split between foreign and domestic borrowing is now due to be re-examined, but a final decision on the structure of Sweden's future borrowing is not likely to be decided until April.

The four-year Samurai issue will pay a coupon of 4.2 per cent, and is partly swapped, according to Ms Holm. The cost of funds is more competitive than for the recent Euroyen deal, despite the higher fees charged in the Samurai market.

The launch of the deal, so soon after the Euroyen offering, reflects a strong demand for yen-denominated

debt from Japanese investors so far this year. Strong expectations of a further rate cut and negative views on the stock market, have fuelled domestic demand for bonds.

The deal is expected to be placed with a broad base of Japanese investors, both institutional and retail.

Meanwhile, the National Bank of Hungary yesterday launched a Y40bn issue of five-year Samurai bonds, carrying a 6 1/2 per cent coupon. The deal was arranged by Daiwa Securities.

The Asian Development Bank, which tapped the Euroyen market only last week, is also preparing to launch a Samurai bond offering, via Nomura Securities. A Y30bn issue of 20-year Samurai Bonds is due to be launched in the next month or two, in the Euroyen bond market.

MARKET STATISTICS

RISES AND FALLS YESTERDAY

	Rises	Falls	Same
British Funds	1	0	0
Other Fixed Interest	0	0	0
Commercial/Industrial	0	0	0
Financial & Property	0	0	0
Plantations	0	0	0
Others	0	0	0

LONDON RECENT ISSUES

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

RIGHTS OFFERS

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

TRADITIONAL OPTIONS

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

FT-SE ACTUARIES INDICES

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

LIFE EQUITY OPTIONS

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

FT-SE ACTUARIES FIXED INTEREST INDICES

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

PRICE INDICES

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

AVERAGE GROSS REDEMPTION YIELDS

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

BRITISH GOVERNMENT

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

US GOVERNMENT

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

EUROBONDS

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

ASIAN BONDS

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

CONVERTIBLE BONDS

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

HYBRID BONDS

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

STRUCTURED BONDS

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

WARRANTS

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

OPTIONAL CONVERTIBLES

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

REDEMPTION YIELDS

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

CONVERTIBLE BONDS

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

HYBRID BONDS

Issue	Amount	Price	Yield
10Y	100	104.10	7.250%
30Y	100	104.10	7.250%

STRAIGHT BONDS: The yield is the yield to redemption of the bond; the coupon is the coupon rate in per cent of the bond's face value. Coupon dates are shown in parentheses. Coupon rates are shown in parentheses. Coupon rates are shown in parentheses.

FLUATING RATE BONDS: Denominated in dollars unless otherwise indicated. Coupon rates are shown in parentheses. Coupon rates are shown in parentheses. Coupon rates are shown in parentheses.

CONVERTIBLE BONDS: Denominated in dollars unless otherwise indicated. Coupon rates are shown in parentheses. Coupon rates are shown in parentheses. Coupon rates are shown in parentheses.

HYBRID BONDS: Denominated in dollars unless otherwise indicated. Coupon rates are shown in parentheses. Coupon rates are shown in parentheses. Coupon rates are shown in parentheses.

STRUCTURED BONDS: Denominated in dollars unless otherwise indicated. Coupon rates are shown in parentheses. Coupon rates are shown in parentheses. Coupon rates are shown in parentheses.

WARRANTS: Denominated in dollars unless otherwise indicated. Coupon rates are shown in parentheses. Coupon rates are shown in parentheses. Coupon rates are shown in parentheses.

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Re-routed via the Stock Exchange

James Buxton on the proposed flotation of Stagecoach Holdings

WHEN THE river Tay burst its banks last week and flooded the office in Perth of Stagecoach Holdings, Mr Brian Souter, chairman and chief executive, waded in, rolled up his sleeves and shifted documents and equipment up the narrow staircase to the first floor.

Though Mr Souter now runs a company which employs 14,000 people and turned over £140m last year, he is a hands-on manager who on occasions still takes the wheel of one of the 3,300 buses which the company operates in Britain and overseas.

Stagecoach is seeking a Stock Exchange quotation in April which could value the company at some £100m, a development which Mr Souter sees as a natural progression for a business which he and his sister began with a handful of buses in 1980.

The story of Stagecoach is a lesson in the application of private enterprise to the often hidebound world of public transport. It has lessons for the privatisation of British Rail - indeed last year it became the first private company to operate a regular passenger train service by attaching carriages to BR trains.

Stagecoach began when Mr Souter, a chartered accountant with Arthur Andersen, and his sister, Mrs Ann Souter, then a nurse, began a long-distance coach operation between Dundee and London, undercutting the established Scottish Bus group operation. Their father was bus driver in Perth.

The company's big expansion came when the National Bus Company was broken up and privatised after 1985. Stagecoach bought bus companies in Hampshire, Cumbria



Brian Souter: a hands-on manager who on occasion still drives one of the company's 3,300 buses

and the east Midlands.

It then made further acquisitions among companies which had staged management buy-outs from National Bus Company whose managements, Mr Souter says, "had exhausted themselves in the MBO process," and also acquired three Scottish bus companies, two of them in the privatisation of the Scottish Bus Group.

In each purchase the Stagecoach team acted as a catalyst, Mr Souter says, "releasing energy which was buried there among the middle management." The company cut out tiers of management, re-examined routes, introduced a variety of sizes of buses, as well as

investing heavily in new fleets and agreeing productivity deals with the labour force.

For a time the company benefited from sales of property acquired in privatisation. In one case it acquired the bus station in Kewick at a book value of £55,000 and sold it for £705,000. In another it sold the bus station in Whitehaven for £1.1m, having paid £165,000.

Twice Stagecoach has had to comply with recommendations of the Office of Fair Trading to divest itself of acquisitions considered to be posing a threat to competition. Profit margins have been pushed up from the 5 per cent of turnover which Stagecoach says was

being achieved under National Bus Company to between 10 and 15 per cent.

Stagecoach now has a geographical spread from the south of England to the north of Scotland, giving some insulation from economic downturns in any single area. Its buses are painted in a single livery and can be transferred from one area to another to meet fluctuations in demand.

The company has also applied its formula to bus companies in Kenya, Malawi and New Zealand, where the authorities have chosen the privatisation route. Stagecoach even operates buses in China, paid for with the proceeds of

advertisements on their sides.

In 1992 Stagecoach's pre-tax profits reached £2.2m, compared with £2.5m in 1991, on turnover which rose from £103.3m to £140.7m.

The flotation, Mr Souter says, will give the company the resources it needs for further expansion. About 35 municipal bus companies in England are due for privatisation in the next year or two and the government is to privatise the London Buses.

The franchising of British Rail services is an obvious opportunity to be looked at, though the overnight service between Scotland and London which Stagecoach launched last year failed to attract enough passengers and has been scaled down.

Though Noble Grossart, Stagecoach's Edinburgh merchant banker, is sponsoring the share issue and UBS Phillips & Drew has been appointed stockbroker, no details are being disclosed, though it is likely to be worth about £100m.

Of Stagecoach's 21m issued ordinary shares, Mr Souter, 38, owns 9.1m and his sister Mrs Glog, the 56-year-old managing director, owns 8.7m. Eight Scottish institutions hold convertible cumulative preference shares worth £5m under a formula which was to give them between 16 and 25 per cent of the ordinary shares.

Mr Souter evidently co-operates happily with his sister. While he provides the ideas, she runs the administration and handles some hard bargains with bus manufacturers and fuel suppliers.

On Sundays they go to the evangelical church of the Nazarene, where Mr Souter is an occasional preacher.

Allders may return to market in autumn

By Angus Foster

ALLDERS, the department store and duty free company which was taken private after a £224m buy-out from Hanson in 1989, is considering returning to the stock market, possibly in the autumn. No timetable for the possible flotation has been fixed, and the company is now recruiting a stockbroker and other advisers. Schroders, which arranged a 1991 financial restructuring for the company, is likely to be retained as financial adviser.

The restructuring, prompted by poor trading conditions and a looming debt repayment peak, included a £10m injection of fresh equity, underwritten by Prudential Venture Managers, 31 and CIN Venture Managers.

Following the 1989 buy-out, Allders said it wanted to return to the stock market within four years to use the proceeds of the flotation to pay off borrowings.

Allders operates 11 UK department stores and claims to be the world's second largest duty free retailer, after Duty Free Shoppers of the US.

TDG in French sale

Transport Development Group has accepted an offer to sell Transports Libérateurs, a French 55 vehicle general haulage company, to its management. Also two of TDG's main French operating companies, Innocenti Freres and Royal International have merged to form Innocenti-Royer.

Lookers 'off the bottom' as margins recover

By Angus Foster

LOOKERS, the Manchester-based motor dealer, was again affected by recession in the year to the end of September but has started to see signs of recovery.

Mr Ken Martindale, chairman, said sales in the first quarter of the current year were "somewhat higher" than the 14 per cent increase reported by the motor industry. He said margins, which have been depressed by stock overhangs and manufacturers selling nearly new cars, started to recover in December and have maintained the trend this month.

"We're certainly off the bottom," he said.

Pre-tax profits fell from £3.21m to £1.81m in the year to September 30 as a result of vol-

ume and margin losses. Turnover dropped from £359.6m to £332.7m.

Mr Martindale said gearing had fallen from 115 per cent to a little less than 100 per cent, of which half was held in the contract hire division. Lookers was proposing to sell 51 per cent of that operation to Woodchester Credit Lyonnais, a subsidiary of Woodchester Investments, for between £1.52m and £1.77m. Proceeds would be used to reduce borrowings.

There was an extraordinary charge of £146,000 to cover the costs of closing a subsidiary after the year end.

Earnings fell from 2.1p to 0.5p. The directors decided to maintain the final dividend at 4.2p on an unchanged total of 6.2p, on the grounds of prospects for recovery and the expected fall in gearing.

Siemens keen to acquire GEC's 60% stake in GPT

By Alan Cane

SIEMENS, the German electrical and electronics group, is eager to buy from GEC the 60 per cent stake in GPT it does not already own, but so far the UK company has shown no willingness to sell.

Neither Siemens nor GEC would comment yesterday on reports that the German company had offered Lord Weir, stock up to £800m for GEC's share in the telecommunications equipment maker.

GPT, which last year made £127m in pre-tax profits, was formed through the merging of

the telecommunications manufacturing interests of GEC and Plessey. It has been jointly owned by GEC and Siemens since 1989 when the two companies successfully made a bid for Plessey.

Siemens' UK operations were profitable last year but if the contribution from GPT is excluded, the UK subsidiary was in loss.

Mr Jürgen Gebrels, chief executive of Siemens UK, last week said that the price paid for Plessey had been too high because the company had been bought when the market was buoyant.

NEWS DIGEST

Princedale in black with £0.39m

PRINCEDALE Group, the USM-quoted marketing and design agency, stayed in the black in the second half to record its first annual profit since 1988.

In the year ended September 30 1992 the group turned in a pre-tax profit of £389,000, against a loss of £431,000. Mr Stephen Bennett, chairman, described that as encouraging particularly as the market place was difficult.

All three remaining operating units made a positive contribution. Turnover fell from £15.3m to £12.3m because of the sale of companies. There were exceptional charges of £183,000 (£116,000) and a significantly reduced net interest payable of £83,000 (£182,000).

Earnings per share were 0.8p (losses 0.11p).

Hong Kong Invest doubles asset value

Net asset value of the Hong Kong Investment Trust doubled to 44.41p per ordinary

share at the half year to December 31 from 22.4p a year earlier, making HKI the top performing ordinary share in the investment trust sector in terms of net asset value.

At the June year end the asset value was 36.1p. The board said that the increase in total assets reflected investment manager's outperformance of the Hang Seng Index as well as sterling's devaluation. Dividend and interest income rose from £95,254 to £298,582 and net revenue after tax came to £179,406 (£31,925 losses) in the period. Earnings per share were 0.9p (0.16p losses).

An interim dividend of 0.75p has been declared which, the board said is not comparable to the previous year as the scheme of reorganisation changed the revenue profile of the company and no interim dividend was paid.

Sam Heath adjusts to make small profit

Samuel Heath & Sons, hardware and giftware manufacturer, made adjustments after a poor start to the year and was able to make a small profit in the half year ended September 30 1992.

Mr Samuel Heath, chairman,

reminded shareholders that business collapsed in the first four months, but "we then adjusted our budgets".

On turnover ahead from £3.46m to £3.55m the pre-tax profit for the period rose from £72,000 to £95,000. Earnings per share came to 2.1p (1.6p) and the interim dividend is held at 1.5p.

Gardiner sells Spanish offshoot

Gardiner Group, the distributor of security and surveillance equipment, is selling its loss-making Spanish subsidiary to its management for a nominal sum.

The company also announced that the investigation into mis-statement of stock, announced last November, was not yet complete but the preliminary review had found that there had been improvements in the present financial controls which were now "generally satisfactory".

The sale of Alarm Parts, which distributes security and surveillance equipment, should result in an extraordinary charge of £2m at the year end, of which £300,000 relates to goodwill previously written off against reserves.

Alarm reported trading

losses of about £610,000 in the year to the end of October last. Net liabilities at that date were £400,000. As part of the sale an intercompany loan of £2.1m has been written off.

TR Smaller asset value declines

By the end of November 1992 net asset value of TR Smaller Companies Investment Trust stood at 14.4p, a 6.4 per cent reduction over the six months. A year earlier it stood at 14.8p.

In the half year to November 30 total revenue came to £6.83m (£7.19m) and earnings per share slipped to 1.97p (2.02p). The interim dividend is again 1.5p.

GT Japan invest assets up 18%

Net asset value per share of GT Japan Investment Trust over the six months to the end of December improved 18 per cent from 149p to 176.3p. It stood at 185.6p a year earlier.

Net profits for the six months to December 31 rose from £273,000 to £1.33m for earnings per share of 0.44p to 1.97p but the interim dividend is maintained at 0.4p.

Gold mining companies' reports for the quarter ended 31 December 1992

Operating results for the quarter ended 31 December 1992

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COMMODITIES AND AGRICULTURE

Kuwait says it is willing to join in oil output cut

By Mark Nicholson in Kuwait City

KUWAIT YESTERDAY indicated its willingness to join other members of the Organisation of Petroleum Exporting Countries in cutting the cartel's second quarter output as crude prices received some support from signs at the weekend of an emerging consensus to peg back production by up to 1m barrels a day.

Mr Ali al-Baghlil, the Kuwait oil minister, said after talks with Mr Aliro Parra, the Opec president, that all Opec members, including Kuwait itself, should be prepared to cut output to shore up recently softer crude prices. "Cuts are necessary from all states, without exception," he said.

Crude prices began the week firmer after Mr Parra's remarks at the weekend that his talks with both the Iranian and Saudi Arabian oil ministers had reached agreement in "substantial areas". Mr Hassan Nazer, the Saudi oil minister, said after his meeting with Mr Parra that all Opec members should make pro-rata cuts amounting to 1m b/d at the February 13 meeting to Vienna to decide second quarter production.

The March delivery price for North Sea Brent crude rose

52½ cents yesterday to \$17.87 a barrel. Mr Parra told reporters before flying to the United Arab Emirates yesterday that he had discussed an overall cut in Opec production with Mr al-Baghlil. "I would hope that if we can adjust the foundation for the market to set the rules of the game, that within those rules, prices will strengthen," he said.

Opec set an overall first quarter ceiling of 24.58m b/d at its November meeting, but has seen significant leakage over that figure and a corresponding slip in prices since. Most industry estimates put present output above 25m b/d.

Mr Parra said in Qatar yesterday that the proposed 1m b/d cut would amount to an actual cut of "1.5m b/d or maybe more in view of the current production level".

Industry analysts said yesterday that an Opec commitment to cut output in February would require a renewed and firm commitment to the original November ceiling and then a further real cut of at least 400,000 to 500,000 b/d, bringing total output to around 24m b/d, before oil markets would be convinced of Opec's resolve.

Mr Joe Stalialis, of Cambridge Energy Associates, said the "revenue imperative" was

strong for all Opec members, but they had still to work out "common language and common ground" on the details of an agreement.

A decision by Kuwait to curb output would substantially help Opec discipline. The Gulf states have insisted since the Gulf war that it should be immune from any output restrictions while it recovers revenues lost during the war.

However, Kuwait is now pumping more than 1.7m b/d, above its formal pre-war Opec quota of 1.5m b/d and oil ministry officials said as early as last year that they might rethink output strategy once production reached present levels.

Although the oil ministry has produced a schedule which anticipates production rising to 1.85m b/d for the second quarter and moving up to 2.15m b/d by the end of the year, the ministry has also previously entertained holding output at near present levels so as to allow a comprehensive study of the damage to the oilfields sustained during the oil fires of 1991.

A decision to hold output at present levels, or even cut production slightly, might therefore serve Kuwait's self-interest as well as overall Opec discipline.

Chicago and New York exchanges plan merger

By Laurie Morse in Chicago

TWO OF North America's oldest and largest futures exchanges announced yesterday that they will join operations, perhaps setting the stage for other mergers as mature US futures markets struggle for survival.

The directors of the Chicago Board of Trade and New York's Commodity Exchange (Comex) have agreed in principle to affiliate. Under the plan, the CBOE would become the sole owner of the Comex, which has been bleeding volume in recent years and suffering financially.

The cross-country marriage would allow Comex to continue to trade its precious metals futures while the CBOE would maintain its separate interest rate and agricultural contracts.

However, other contracts could be traded jointly, with mutual access for both memberships. These might include the CBOE's new insurance futures, which are moribund after their first month.

Under the affiliation plan, which must still be ratified by members of both exchanges, the Comex and CBOE would combine the trade clearing operations and marketing and administration activities.

The pact is a coup for the CBOE, which stands to gain the trading power of the Comex's 1,000 members, as well as precious metals contracts it has been unable to sustain in Chicago. A New York foothold could prove invaluable to the CBOE in its efforts to add more New York-dominated government securities trading to its huge US Treasury bond complex.

The Comex has been in need of a financial fix for some time. Its futures volume fell to 10.7m contracts from 12.6m in 1991. Its primary contracts, gold, silver and high-grade copper, suffered from recession and overseas competition. The London Metal Exchange, in contrast, saw volume soar to 24.7m contracts last year, up from 17m in 1991.

Officials at both CBOE and the Comex have been coping with sagging markets and declining membership values. The CBOE had a 7.6 per cent increase in overall volume last year but its agricultural volume was barely even.

The price of a full seat at the CBOE has fallen to \$375,000, far below its high of \$550,000 and the value of a similar seat at the Chicago Mercantile Exchange. Comex seat prices are a mere \$46,000, down from their high of \$350,000 in 1989.

Uzbekistan tempted by golden lure

Steve LeVine on a project that looks likely to overcome the cash-hungry, ex-Soviet republic's distrust of foreign investment

A US company looks likely to win financing for a \$100m project designed to squeeze six extra tonnes of gold a year from Uzbekistan's rich mines, thus proving something new about the ex-Soviet republic - it isn't always infuriatingly obstructive.

"This project is super-important to the government," says Mr Marcel DeGuire, of Newmont Mining Corporation of Denver, Colorado, "because everybody is watching it to see if it works."

So far, few major foreign partnerships have worked out in the Central Asian nation. But last week Mr Ron Freeman, first vice-president of the European Bank for Reconstruction and Development, said the bank would probably provide \$70m for the Newmont project; half the remaining \$30m would come from Newmont and the rest from the Uzbek government.

The gold project, at Uzbekistan's Muratav mine - one of the world's largest single gold mines, which produces 50 tonnes a year at a Kizil Kum desert site 250 miles west of Tashkent - would be one of the largest foreign investments in Uzbekistan since perestroika began. "I would not recommend this project unless I thought the government was fully behind it," Mr Freeman said in Tashkent.

Foreign interest in Uzbeki-

stan is nothing new. Hundreds of western and regional traders have paraded through, attracted by the republic's production of the world's fourth largest cotton crop and the eighth largest gold output, as well as its large uranium and oil deposits. But little has come of it. The Uzbek government is probably the most centralised of the 15 former Soviet republics. Officials make virtually no decisions without President Islam Karimov's express permission and he has been painfully slow about allowing free enterprise. The visitor finds few of the small-scale entrepreneurs who offer imported goods from kiosks throughout the Baltics, the ex-Soviet Slavic countries and the Caucasus.

The government desperately wants foreign investment; it simply has been slower than others in adjusting to the pace of business outside the former Soviet Union and mortally fearful of foreign exploitation.

If the Newmont deal goes through, as seems likely, it is probably because it is a cash-cow for the hinged-strapped republic can milk immediately for hard currency, while at the same time protecting itself from exploitation. The deal involves extraction of gold from the 150m tonnes of already-mined rock that has been accumulating in a great pile since 1967, not the mining of fresh ore.

The government this month

did invite foreign bids to develop a new gold deposit that it said contained about 100 tonnes of gold. The announcement represented a shift for Mr Karimov. Since independence a year ago, Uzbekistan has kept its entire 70-tonne annual gold production, instead of sending it to Russia as it was forced to in the past. According to the government, Mr Karimov has deposited all the subsequent output into national reserves, allowing none to be sold.

Some observers claim Mr Karimov approved the bid only because his hand was forced - gold production has fallen because of supply shortages and antiquated equipment and he may have decided to cut a deal to help turn round the declining industry.

No-one can be sure that the president will actually proceed with such a large gold mining contract, and so it is not at all clear how much, if at all, Uzbekistan's economic atmosphere has changed. The Newmont plan calls for the company to import crushers, special plastics and other equipment for "heap-leaching" technology, which will extract gold that otherwise probably could not be economically processed.

Newmont, the largest gold producer in North America, is building a similar project in Yanacocha, Peru. It is sched-

uled to come on line later this year and to produce 100,000 ounces of gold annually.

The company expects the Muratav, Uzbekistan, project to produce six to seven tonnes of gold the first year, when the richest ore will be exploited, and five to six tonnes a year after that. The profit will be split 50:50 between Newmont and the government.

Mr DeGuire, who is a metallurgist, said financing terms were still to be worked out with the European Bank. Mr Freeman said the deal could be completed in two months. On that schedule, the project would be producing gold in the second half of next year, Mr DeGuire said.

So how did Newmont pull it off? Mr DeGuire credited personal relationships that Newmont executives formed with Uzbek officials, employing a personal touch. When Uzbekistan became independent, for example, Newmont produced a replica of the nation's new flag, plus a couple of thousand of commemorative lapel-pins, the first set of which went to Mr Karimov and his ministers. "We did a lot of stuff like that. We're also teaching them about cash-flow, so they know whether it's better to have a dollar now or later," Mr DeGuire said. "This joint venture is a model. It's well balanced. It's a pattern they can follow for other projects later."

Poison scare prompts NZ shellfish ban

By Terry Hall in Wellington

THE NEW Zealand government yesterday imposed a total ban on the taking of all shellfish, closing an industry that employs 3,000 people and exports mussels and oysters worth \$248m (\$27m) a year to the US, Europe and Asia.

The ban follows a serious outbreak of a poison-producing algae that affects fish feeding shellfish. Ten days ago all the northern North Island fish farms and hatcheries were closed, but today the government extended the ban to the rest of the country after a woman became ill after eating mussels in the Marlborough Sounds at the northern end of the South Island, the main farming area for shellfish.

Officials said that while there might be no connection, it was important that New Zealand could be seen internationally to be doing everything possible to contain the outbreak, which seemed to be related to higher summer temperatures in the water.

The ban is expected to last 10 days.

Growth plan offered to Danish farming sector

By Hilary Barnes in Copenhagen

A RESEARCH report for the Danish Ministry of Agriculture has brought a chink of light to the country's farmers, who are at present sunk in gloom as a result of the reform of the European Community's common agricultural policy and the trend of negotiations on the General Agreement on Tariffs and Trade.

The report, by the Institute for Food and Agroindustrial Development, concludes that over a 20-year period the country should be able to double the value of production by agriculture and horticulture, the food processing industries and the agro-industrial sector as a whole from about DKK180bn (\$19bn) to DKK360bn (1990 prices). It says pig production can be increased from about 16m a year now to at least 30m; horticultural output by three or four times; and production value in the food processing industries by a factor of three or four by raising the level of processing and value added. The agro-industrial sector.

Denmark's strong tradition as an agricultural exporter means that it already has exceptionally large world market shares in products such as pigmeat, dairy products, seeds, milk pellets, fish products and several types of machinery and food ingredients.

With a co-ordinated effort between the public and private sectors, it can build on the existing basis to realise a high-growth strategy for the industry, the report says. The barriers to success identified by the report are not market limitations, as even a doubling of production value would only increase Denmark's share of world markets from 3 to 4 per cent, but domestic structural and institutional factors, especially factors preventing a satisfactory capital accumulation and investment. This problem can be solved by institutional and regulatory changes, says the report, which points to a need to increase annual investment in the total agro-industrial sector from DKK10bn-12bn at present to DKK20bn-30bn by 2010 and in research and development from DKK2bn-2.5bn to DKK12bn-17bn (1990 prices).

WORLD COMMODITIES PRICES

COCOA - London FOX

	Close	Previous	High/Low
Mar	717	732	734 710
May	725	730	741 723
Jul	733	751	750 735
Sep	744	762	761 744
Nov	751	769	770 753
Mar	762	780	780 762
May	765	813	814

Turnover: 6032 (5593) lots of 10 tonnes
 COCOA international prices (ISOFFS per tonne). Daily price for Jan 22 715.95 (57.59) 10 day average for Jan 21 705.57 (57.52)

COFFEE - London FOX

	Close	Previous	High/Low
Jan	872	928	889 870
Mar	855	904	878 850
May	862	905	885 850
Jul	883	909	875 859
Sep	861	908	878 864
Nov	877	915	893 872

Turnover: 18800 lots of 5 tonnes
 COCOA international prices (ISOFFS per tonne). Daily price for Jan 22 872.72 (57.59) 10 day average for Jan 21 865.57 (57.52)

SUGAR - London FOX

	Close	Previous	High/Low
Mar	182.00	192.00	192.00
May	182.00	192.00	192.00
Jul	182.00	192.00	192.00
Sep	182.00	192.00	192.00
Nov	182.00	192.00	192.00
Mar	182.00	192.00	192.00
May	182.00	192.00	192.00

Turnover: 18800 lots of 5 tonnes
 COCOA international prices (ISOFFS per tonne). Daily price for Jan 22 872.72 (57.59) 10 day average for Jan 21 865.57 (57.52)

POTATOES - London FOX

	Close	Previous	High/Low
Mar	58.0	59.0	59.5 58.0
May	58.0	59.0	59.5 58.0
Jul	58.0	59.0	59.5 58.0
Sep	58.0	59.0	59.5 58.0
Nov	58.0	59.0	59.5 58.0
Mar	58.0	59.0	59.5 58.0
May	58.0	59.0	59.5 58.0

Turnover: 30 (107) lots of 20 tonnes.

SOYABEANS - London FOX

	Close	Previous	High/Low
Feb	161.00		
Mar	161.00		
May	161.00		
Jul	161.00		
Sep	161.00		
Nov	161.00		
Mar	161.00		
May	161.00		

Turnover: 82 (232) lots of 20 tonnes.

GRAINS - London FOX

	Close	Previous	High/Low
Mar	137.00	137.00	137.00 136.50
May	138.00	138.00	138.00 137.50
Jul	139.00	139.00	139.00 138.50
Sep	140.00	140.00	140.00 139.50
Nov	141.00	141.00	141.00 140.50
Mar	142.00	142.00	142.00 141.50
May	143.00	143.00	143.00 142.50
Jul	144.00	144.00	144.00 143.50
Sep	145.00	145.00	145.00 144.50
Nov	146.00	146.00	146.00 145.50
Mar	147.00	147.00	147.00 146.50
May	148.00	148.00	148.00 147.50
Jul	149.00	149.00	149.00 148.50
Sep	150.00	150.00	150.00 149.50
Nov	151.00	151.00	151.00 150.50
Mar	152.00	152.00	152.00 151.50
May	153.00	153.00	153.00 152.50
Jul	154.00	154.00	154.00 153.50
Sep	155.00	155.00	155.00 154.50
Nov	156.00	156.00	156.00 155.50
Mar	157.00	157.00	157.00 156.50
May	158.00	158.00	158.00 157.50
Jul	159.00	159.00	159.00 158.50
Sep	160.00	160.00	160.00 159.50
Nov	161.00	161.00	161.00 160.50
Mar	162.00	162.00	162.00 161.50
May	163.00	163.00	163.00 162.50
Jul	164.00	164.00	164.00 163.50
Sep	165.00	165.00	165.00 164.50
Nov	166.00	166.00	166.00 165.50
Mar	167.00	167.00	167.00 166.50
May	168.00	168.00	168.00 167.50
Jul	169.00	169.00	169.00 168.50
Sep	170.00	170.00	170.00 169.50
Nov	171.00	171.00	171.00 170.50
Mar	172.00	172.00	172.00 171.50
May	173.00	173.00	173.00 172.50
Jul	174.00	174.00	174.00 173.50
Sep	175.00	175.00	175.00 174.50
Nov	176.00	176.00	176.00 175.50
Mar	177.00	177.00	177.00 176.50
May	178.00	178.00	178.00 177.50
Jul	179.00	179.00	179.00 178.50
Sep	180.00	180.00	180.00 179.50
Nov	181.00	181.00	181.00 180.50
Mar	182.00	182.00	182.00 181.50
May	183.00	183.00	183.00 182.50
Jul	184.00	184.00	184.00 183.50
Sep	185.00	185.00	185.00 184.50
Nov	186.00	186.00	186.00 185.50
Mar	187.00	187.00	187.00 186.50
May	188.00	188.00	188.00 187.50
Jul	189.00	189.00	189.00 188.50
Sep	190.00	190.00	190.00 189.50
Nov	191.00	191.00	191.00 190.50
Mar	192.00	192.00	192.00 191.50
May	193.00	193.00	193.00 192.50
Jul	194.00	194.00	194.00 193.50
Sep	195.00	195.00	195.00 194.50
Nov	196.00	196.00	196.00 195.50
Mar	197.00	197.00	197.00 196.50
May	198.00	198.00	198.00 197.50
Jul	199.00	199.00	199.00 198.50
Sep	200.00	200.00	200.00 199.50
Nov	201.00	201.00	201.00 200.50
Mar	202.00	202.00	202.00 201.50
May	203.00	203.00	203.00 202.50
Jul	204.00	204.00	204.00 203.50
Sep	205.00	205.00	205.00 204.50
Nov	206.00	206.00	206.00 205.50
Mar	207.00	207.00	207.00 206.50
May	208.00	208.00	208.00 207.50
Jul	209.00	209.00	209.00 208.50
Sep	210.00	210.00	210.00 209.50
Nov	211.00	211.00	211.00 210.50
Mar	212.00	212.00	212.00 211.50
May	213.00	213.00	213.00 212.50
Jul	214.00	214.00	214.00 213.50
Sep	215.00	215.00	215.00 214.50
Nov	216.00	216.00	216.00 215.50
Mar	217.00	217.00	217.00 216.50
May	218.00	218.00	218.00 217.50
Jul	219.00	219.00	219.00 218.50
Sep	220.00	220.00	220.00 219.50
Nov	221.00	221.00	221.00 220.50
Mar	222.00	222.00	222.00 221.50
May	223.00	223.00	223.00 222.50
Jul	224.00	224.00	224.00 223.50
Sep	225.00	225.00	225.00 224.50
Nov	226.00	226.00	226.00 225.50
Mar	227.00	227.00	227.00 226.50
May	228.00	228.00	228.00 227.50
Jul	229.00	229.00	229.00 228.50
Sep	230.00	230.00	230.00 229.50
Nov	231.00	231.00	231.00 230.50
Mar	232.00	232.00	232.00 231.50
May	233.00	233.00	233.00 232.50
Jul	234.00	234.00	234.00 233.50
Sep	235.00	235.00	235.00 234.50
Nov	236.00	236.00	236.00 235.50
Mar	237.00	237.00	237.00 236.50
May	238.00	238.00	238.00 237.50
Jul	239.00	239.00	239.00 238.50
Sep	240.00	240.00	240.00 239.50
Nov	241.00	241.00	241.00 240.50
Mar	242.00	242.00	242.00 241.50
May	243.00	243.00	243.00 242.50
Jul	244.00	244.00	244.00 243.50
Sep	245.00	245.00	245.00 244.50
Nov	246.00	246.00	246.00 245.50
Mar	247.00	247.00	247.00 246.50
May	248.00	248.00	248.00 247.50
Jul	249.00	249.00	249.00 248.50
Sep	250.00	250.00	250.00 249.50
Nov	251.00	251.00	251.00 250.50
Mar	252.00	252.00	252.00 251.50
May	253.00	253.00	253.00 252.50
Jul	254.00	254.00	254.00 253.50
Sep	255.00	255.00	255.00 254.50
Nov	256.00	256.00	256.00 255.50
Mar	257.00	257.00	257.00 256.50
May	258.00	258.00	258.00 257.50
Jul	259.00	259.00	259.00 258.50
Sep	260.00	260.00	260.00 259.50
Nov	261.00	261.00	261.00 260.50
Mar	262.00	262.00	262.00 261.50
May	263.00	263.00	263.00 262.50
Jul	264.00	264.00	264.00 263.50
Sep	265.00	265.00	265.00 264.50
Nov	266.00	266.00	266.00 265.50
Mar	267.00	267.00	267.00 266.50
May	268.00	268.00	268.00 267.50
Jul	269.00	269.00	269.00 268.50
Sep	270.00	270.00	270.00 269.50
Nov	271.00	271.00	271.00 270.50
Mar	272.00	272.00	272.00 271.50
May	273.00	273.00	273.00 272.50
Jul	274.00	274.00	274.00 273.50
Sep	275.00	275.00	275.00 274.50
Nov	276.00	276.00	276.00 275.50
Mar	277.00	277.00	277.00 276.50
May	278.00	278.00	278.00 277.50
Jul	279.00	279.00	279.00 278.50
Sep	280.00	280.00	280.00 279.50
Nov	281.00	281.00	281.00 280.50
Mar	282.00	282.00	282.00 281.50
May	283.00	283.00	283.00 282.50
Jul	284.00	284.00	284.00 283.50
Sep	285.00	285.00	285.00 284.50
Nov	286.00	286.00	286.00 285.50
Mar	287.00	287.00	287.00 286.50
May	288.00	288.00	288.00 287.50
Jul	289.00	289.00	289.00 288.50
Sep	290.00	290.00	290.00 289.50
Nov	291.00	291.00	291.00 290.50
Mar	292.00	292.00	292.00 291.50
May	293.00	293.00	293.00 292.50
Jul	294.00	294.00	294.00 293.50
Sep	295.00	295.00	295.00 294.50
Nov	296.00	296.00	296.00 295.50
Mar	297.00	297.00	297.00 296.50
May	298.00	298.00	298.00 297.50
Jul	299.00	299.00	299.00 298.50
Sep	300.00	300.00	300.00 299.50
Nov	301.00	301.00	301.00 300.50
Mar	302.00	302.00	302.00 301.50
May	303.00	303.00	303.00 302.50
Jul	304.00	304.00	304.00 303.50
Sep	305.00	305.00	305.00 304.50
Nov	306.00	306.00	306.00 305.50
Mar	307.00	307.00	307.00 306.50
May	308.00	308.00	308.00 307.50
Jul	309.00	309.00	309.00 308.50
Sep	310.00	310.00	310.00 309.50
Nov	311.00	311.00	311.00 310.50
Mar	312.00	312.00	312.00 311.50
May	313.00	313.00	313.00 312.50
Jul	314.00	314.00	314.00 313.50
Sep	315.00	315.00	315.00 314.50
Nov	316.00	316.00	316.00 315.50
Mar	317.00	317.00	317.00 316.50
May	318.00	318.00	318.00 317.50
Jul	319.00	319.00	319.00 318.50
Sep	320.00	320.00	320.00 319.50
Nov	321.00	321.00	321.00 320.50
Mar	322.00	322.00	322.00 321.50
May	323.00	323.00	323.00 322.50
Jul	324.00	324.00	324.00 323.50
Sep	325.00	325.00	325.00 324.50
Nov	326.00	326.00	326.00 325.50
Mar	327.00	327.00	327.00 326.50
May	328.00	328.00	328.00 327.50
Jul	329.00	329.00	329.00 328.50
Sep	330.00	330.00	330.00 329.50
Nov	331.00	331.00	331.00 330.50
Mar	332.00	332.00	332.00 331.50
May	333.00	333.00	333.00 332.50
Jul	334.00	334.00	334.00 333.50
Sep	335.00	335.00	335.00 334.50
Nov	336.00	336.00	336.00 335.50
Mar	337.00	337.00	337.00 336.50
May	338.00	338.00	338.00 337.50
Jul	339.00	339.00	339.00 338.50
Sep	340.00	340.00	340.00 339.50
Nov	341.00	341.00	341.00 340.50
Mar	342.00	342.00	342.00 341.50
May	343.00	343.00	343.00 342.50
Jul	344.00	344.00	344.00 343.50
Sep	345.00	345.00	345.00 344.50
Nov	346.00	346.00	346.00 345.50
Mar	347.00	347.00	347.00 346.50
May	348.00	348.00	348.00 347.50
Jul	349.00	349.00	349.00 348.50
Sep	350.00	350.00	350.00 349.50
Nov	351.00	351.00	351.00 350.50
Mar	352.00	352.00	352.00 351.50
May	353.00	353.00	353.00 352.50
Jul	354.00	354.00	354.00 353.50
Sep	355.00	355.00	355.00 354.50
Nov	356.00	356.00	356.00 355.50
Mar	357.00	357.00	357.00 356.50
May	358.00	358.00	358.00 357.50
Jul	359.00	359.00	359.00 358.50
Sep	360.00	360.00	360.00 359.50
Nov	361.00	361.00	361.00 360.50
Mar	362.00	362.00	362.00 361.50
May	363.00	363.00	363.00 362.50
Jul	364.00	364.00	364.00 363.50
Sep	365.00	365.00	365.00 364.50
Nov	366.00	366.00	366.00 365.50
Mar	367.00	367.00	367.00 366.50
May	368.00	368.00	368.00 367.50
Jul	369.00	369.00	369.00 368.50
Sep	370.00	370.00	370.00 369.50
Nov	371.00	371.00	371.00 370.50
Mar	372.00	372.00	372.00 371.50
May	373.00	373.00	373.00 372.50
Jul	374.00	374.00	374.00 373.50
Sep	375.00	375.00	375.00 374.50
Nov	376.00	376.00	376.00 375.50
Mar	377.00	377.00	377.00 376.50
May	378.00	378.00	378.00 377.50
Jul	379.00	379.00	379.00 378.50
Sep	380.00	380.00	380.00 379.50
Nov	381.00	381.00	381.00 380.50
Mar	382.00	382.00	382.00 381.50
May	383.00	383.00	383.00 382.50

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	Stocks Traded	Closing Prices	Change on day
NSC Corporation	2.2m	910	-81
Steel	2.0m	863	-12
Kawasaki Steel ..	1.6m	276	
Yasuike Corp	1.5m	692	
Mitsubishi Heavy	1.4m	692	-8

		<i>Phone</i>	<i>Fax</i>
Madrid	+34 1	5770909	5776813
New York	+1 212	7524500	3082397
Paris	+33 1	42970623	42970629
Tokyo	+81 3	32951711	32951712
Stockholm	+46 8	6680065	6660064
Vienna	+43 1	5053184	5053178
Warsaw	+48 22	489787	489787

FINANCIAL TIMES

LONDON PARIS FRANKFURT NEW YORK TOKYO

3 pm January 25

3 pm January 25

Continued on next page.

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NASDAQ NATIONAL MARKET[illegible]

3 pm January 25

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3 pm January 25

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**INTERNATIONAL
TAXATION**

The FT proposes to publish this survey on **February 18 1993**. Should you be interested in acquiring more information about this survey or wish to advertise in this feature, please contact: Sara Mason

Tel: 071-873 3349
Fax: 071-873 3064

FT SURVEYS

AMERICA

US markets
lifted by rise
in oils, bonds

Wall Street

RISING oil stocks and a buoyant bond market gave US stock markets a big lift yesterday, writes Patrick Horsvorn in New York.

At 1 pm, the Dow Jones Industrial Average was up 32.96 at 3,289.77. The more broadly based Standard & Poor's 500 was 4.06 higher at 440.16, while the Amex composite was 3.07 firmer at 405.43, and the Nasdaq composite was up 6.32 at 707.95. Trading volume on the NYSE was 173m shares by 1 pm.

There were two distinct factors behind the market's gains. First, oil stocks were in strong demand on news that the Organisation of Petroleum Exporting Countries is close to agreeing to a Saudi Arabian proposal to cut production by up to 1m barrels a day.

Second, equity investors were buoyed by further gains in bond prices. The benchmark 30-year government bond fell almost three quarters of a point, sending the yield down to below 7 1/4 per cent.

Ironically, the bond market's advance was prompted by comments over the weekend by treasury secretary Mr Lloyd Bentsen on taxation policy that would normally have been bad news for stocks - be cast doubt on whether the new administration would cut taxes paid by the middle classes, and talked of the possible introduction of energy and consumption taxes.

Equity investors, however, chose to ignore the tax issue, and concentrated instead on the latest decline in bond market rates, which they hope will provide fresh fuel for the slowly recovering economy.

Oil stocks were firmer. Texaco rose 3 1/2 to \$60.4, Exxon added \$2 to \$60.1, British Petroleum rose 1 1/2 to \$44.4, Chevron firmed 1 1/2 to \$59.9, and Royal Dutch Petroleum

gained 5 1/4 to \$51.4.

Airline stocks, however, were lower on the news of possible Opec production cuts, because they would push up the cost of aviation fuel. AMR, parent of American Airlines, fell 1 1/2 to \$64.4, Delta dropped 1 1/2 to \$50.4, and United slipped 1 1/2 to \$42.4.

Among individual stocks, Sears rose 3 1/2 to \$50.4 in busy trading after the company announced plans to close its catalogue business and discard about 150 retail outlets, with this loss of 16,000 jobs. Although Sears is taking a \$1.7bn after-tax charge in the fourth quarter to cover the changes, investors welcomed the measures.

General Motors class E shares, which represent the company's Electronic Data Systems (EDS) subsidiary, rose 1 1/2 to \$35.4 on speculation that BT, the UK telecommunications group, is ready to buy a large stake in EDS.

On the Nasdaq market, leading technology stocks posted strong gains, with Intel up \$3 to \$114.4 and Microsoft 5 1/4 higher at \$90.4.

Canada

TORONTO held onto broad-based gains at midday as strength on Wall Street underpinned several leading Canadian blue chip issues.

The TSE 300 index rose 15.4 to 3,291.4.

Beverage producer Cott Corp led the gains, rising 34 1/4 to C\$40.4 following recent reports that the company plans to expand in South America.

South Africa

SHARES drifted lower in relatively quiet, directionless trade, although mining related stocks remained firm. The overall index lost 6 to 3,398 and the industrial index shed 18 to 4,517. The gold index was 11 lower at 809.

EUROPE

Chemicals sector depresses continental trading

THE continent reacted to forecasts of lower earnings by chemical and pharmaceutical groups, writes Our Markets Staff.

FRANKFURT fell on sharp declines in the chemical and pharmaceutical sectors after reports of brokers downgrades and lower than expected January drug sales. Activity was depressed by the weaker dollar which affected export-sensitive stocks and the break-down at the weekend in pay talks between the government and public sector union.

The DAX index closed 15.4 lower at 1,589.34 after a day's high of 1,592.21 as turnover fell to DM4.3bn from Friday's DM5.7bn.

Schering, down DM12.50 at DM703.50, continued to weaken as concern over its agrochemicals division surfaced again, while BASF lost DM2.50 to DM212.20. Bayer fell DM3.00 to DM269.30 and Hoechst shed DM4.00 to DM263.30. Some analysts said that defensive stocks were losing ground as investors turned to cyclical in anticipation of economic recovery next year.

BMW declined DM15.30 to DM501.50 after forecasting

lower car sales and warning that earnings would remain weak. Elsewhere in the sector Volkswagen slipped DM4.70 to DM273.00 while Daimler was DM3.80 lower at DM572.70.

PARIS was depressed after rumours that a cut in domestic interest rates was imminent proved unfounded. The CAC-40 index, which had earlier seen a day's high of 1,813.86, fell back to close down 40.50 or 2.2 per cent at 1,779.90 in turnover of some FF23bn.

Concern about 1992 earnings from ELF, due to be released today and expected to show up to a 40 per cent decline in net profit, also weighed on the market. Its shares fell FF16.50 or 4.8 per cent to FF324.30.

St Gobain lost all of Friday's gains, down FF14.90 to FF481.00 while Paribas, which reports provisional 1992 figures later in the week was down FF12.50 at FF373.50.

EUROIL finished a moderately active session earlier but above the day's low. The SMi index finished down 17.3 at 2,085.4.

Pharmaceuticals were under pressure. Ciba-Geigy registered shares, SFRs lower at SFR683, topped the active list while

FT-SE Actuaries Share Indices

Hourly changes		Open	10.30	11.00	12.00	13.00	14.00	15.00	Close
FT-SE Eurotrack 100	1081.77	1081.05	1081.15	1079.91	1076.83	1076.12	1076.50	1077.68	
FT-SE Eurotrack 200	1151.44	1151.00	1151.44	1151.53	1148.80	1146.80	1146.46	1146.67	
Jan 22		Jan 21	Jan 20	Jan 19	Jan 18				
FT-SE Eurotrack 100	1081.64	1081.44	1081.84	1080.81	1087.15				
FT-SE Eurotrack 200	1156.91	1154.96	1153.29	1155.89	1156.50				

Base value 1000 (20/1/93) High/Low: 100 - 1081.82 200 - 1153.29 Low/Low: 100 - 1073.58 200 - 1145.05

Roche certificates, down SFR30 at SFR4,000, were second.

The weak dollar put some selling pressure on cement producer Holderbank, SFRs easier at SFR553 and on Alusuisse, SFRs lower at SFR453. Nestlé bearers and registered shares fell SFR10 and SFR15 to SFR1,080 and SFR1,075 respectively ahead of preliminary information on its 1992 results due today.

SMH, SFRs lower at SFR1,485, weakened after a weekend newspaper said its project to make an ecological car, from which Volkswagen has withdrawn, was unlikely to succeed and this could hamper sales of the Swatch watch.

AMSTERDAM saw chemicals weaken in line with the trend elsewhere in the continent and

the CBS Tendency Index closed down 0.9 at 93.0.

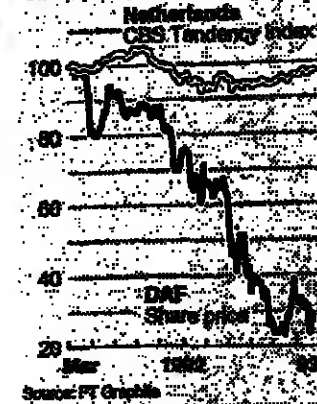
Daf was suspended at FI 7.20 ahead of the announcement by the group later today of restructuring plans. The market is expecting state aid from the Dutch and Belgian government in conjunction with further staff cuts.

Among the fallers DSM lost FI 2.40 to FI 76.00, Akzo FI 1.30 to FI 135.70 and Ahold FI 1.20 to FI 87.40.

MILAN retreated, with the market taking its lead from falls in Montedison and Credito Italiano. The Comit index shed 9.53 to 472.05.

Montedison fell L61 to L1,216, on reports it might have to pay state energy holding ENI L800bn to settle a dispute over a joint venture which ended

Share price and index movement



an Italian financial group, for L103bn, realising a L70bn book profit on the operation.

Gemina fell L80 to L1,205 as speculation subsided that the company might be considering the sale of its stake in paper producer Burgo.

Fiat tended L45 easier to L4,286 ahead of preliminary figures on Thursday.

STOCKHOLM was broadly lower in heavy trading, led down by a decline as foreign investors sold holdings in Astra. The Affarsvärlden index declined 20.5 to 892.4.

After reaching an all-time high at the beginning of the year at SKr765 for Astra A shares, the issue closed SKr20 lower at SKr745, while the B counterpart dropped to SKr18 to SKr61.

Astra's fall followed reports of analysts' profits downgrades and also reflects a worldwide trend away from pharmaceutical shares due to fears of price regulation, particularly in the US.

VIENNA was easier with the ATX index down 2.78 to 728.12. OMV shares fell Sch6 to Sch6.93 on last week's announcement of a dividend cut.

ASIA PACIFIC

Tokyo stocks weaken slightly on arbitrage selling

Tokyo

SHARE prices moved within a narrow range on small-lot selling, and the Nikkei average closed moderately lower as public fund buying gave way to arbitrage selling, writes Emiko Terazono in Tokyo.

The 225-issue index closed down 49.36 to 16,297.45, moving between a low of 16,286.78 and a high of 16,374.94. Selling by corporate investors and arbitrageurs finally overcame small-lot public buying.

Volume fell to 170m shares from 190m as most investors remained on the sidelines. Losers led gains by 617 to 305 with 178 issues remaining unchanged.

The Topix index of all first section stocks fell 6.64 to 1,250.06 and in London the ISE/Nikkei 50 index rose 0.82 to 1,018.80.

Most market participants remained inactive during the Bank of Japan branch managers' two-day meeting which started yesterday.

The BoJ will assess the present state of the country's regional businesses in the meeting, and market participants hope some comments over a widely expected monetary easing will be made.

Individual investors sold speculative theme stocks on concerns about a mounting overhang of margin positions. Many investors, who sought theme stocks in September, face margin settlements in March. Green Cross, the pharmaceutical company which was popular on the "Aids theme", was the most active issue of the day, falling Y40 to Y1,130, while Meiji Milk Products lost Y26 to Y800.

Other pharmaceutical issues were also dragged down, with Takeda Chemical down Y10 to Y1,240 and Yamanouchi Pharmaceutical falling Y30 to Y2,420.

Sony rallied on small-lot buying in the morning session on reports that it would increase production of the mini-disc, its next-generation audio system, due to increased demand. However, Sony finally closed down Y30 at Y4,090 on profit-taking.

Pioneer Electronic, which lost ground last week on reports of a downward revision of earnings by a local broker, fell a further Y20 to Y2,350.

Other high-technology issues declined on selling by tokkin, or specified money trusts. Hitachi retreated Y12 to Y983, falling below Y700 for the first time since November last year. NEC fell Y21 to Y610 on earnings concerns as the company

plans to join the low price personal computer market, competing against US companies.

In Osaka, the OSE average fell 131.33 to 17,760.05 in volume of 30m shares. Nintendo, the game maker, gained Y100 to Y10,400.

Roundup

HONG KONG, Singapore and Kuala Lumpur were closed for the Chinese New Year holiday.

AUSTRALIAN shares gave up strong gains to end a quiet day marginally higher. Futures trading led the market downward after the All Ordinaries index hit a peak of 1,531.9. The index finished 0.4 higher on the day at 1,532.4.

Westpac received a favourable market response to its appointment of US banker Robert Joss as managing director. Its shares touched A\$2.98

shortly before noon but then sank in line with the index, closing 1 cent lower at A\$2.89 in turnover of 3.4m shares.

Significant afternoon options trade was thought to be the result of Mr Kerry Packer rolling over more of his Westpac options.

BHP closed steady at A\$18.22 off a high of A\$19.35, while CRA ended up 6 cents higher at A\$12.80 after reaching A\$12.95.

Turnover reached 107.1m shares worth A\$186.66m. Arnotts which said it was considering a share buyback offer, but only after the A\$9.50 per share takeover offer from Campbell Soup closes on Thursday, ended 2 cents down at A\$9.50.

BANGKOK out-performed expectations and the SET index rose 18.74 to 988.44, having briefly topped the 1,000

level, with turnover a high Bt12.1bn.

NEW ZEALAND shares posted modest gains in thin trading in a market held back by the Wellington Anniversary Day holiday in the capital.

Brierley lifted 3 cents to NZ\$1.04 and Carter Holt Harvey, 5 cents to \$2.63. Telecom fell 2 cents to \$2.33.

The NZSE-40 index closed up 4.85 to 1,503.24.

SEOUL fluctuated narrowly in a day of healthy trading which saw the composite index break through the 700-level to end 7.69 higher at 707.61. The firm trend emerged in response to the news that South Korea would shortly reduce interest rates, including the central bank's rediscount rate, by 1.2 percentage points.

MANILA saw a three-day rally end with a fall of 1.33 in the composite index to 1,340.14.

Denmark, Finland feature in quiet week

MARKETS IN PERSPECTIVE

	% change in local currency			% change sterling	% change US\$
	1 Week	4 Weeks	1 Year	Start of 1993	Start of 1993
Australia	+1.63	-1.71	-16.65	-4.05	-5.17
Belgium	+2.68	+3.36	-2.18	+3.88	+2.96
Denmark	+3.31	+7.05	-21.95	+8.00	+10.06
Finland	-7.06	-0.83	-0.64	-0.01	-6.07
France	-0.18	-0.62	-1.01	-0.88	+0.34
Germany	+2.85	+4.23	-9.00	+3.06	+3.57
Ireland	-2.70	+0.52	-17.40	+0.73	+1.84
Italy	-0.09	+11.21	-5.41	+9.13	+8.54
Netherlands	+0.24	+0.83	+0.57	+1.10	+1.47
Norway	-0.28	+1.93	-16.75	+3.16	+3.74
Spain	+1.58	+6.81	-6.12	+9.23	+9.16
Sweden	-2.41	-3.34	+7.99	-2.34	-4.98
Switzerland	+0.20	+2.53	+18.30	+0.99	+1.43
UK	+0.63	-1.14	+11.20	-1.72	-1.72
EUROPE	+0.76	+1.81	+2.79	+0.51	+0.58
Australia	-0.03	-1.00	-5.58	-2.11	-5.62
Hong Kong	+0.85	+8.05	+25.51	+6.93	+5.81
Japan	-0.82	-7.20	-20.60	-3.81	-5.14
Malaysia	+1.56	-2.92	+12.13	-1.38	-1.72
New Zealand	-1.66	-3.23	-5.72	-4.78	-4.80
Singapore	+0.30	+1.86	-6.02	-0.03	-1.61
Canada	-1.15	-1.76	-12.25	-2.83	-4.65
USA	+0.12	-0.59	+4.78	+0.20	+1.14
Mexico	+1.34	+1.03	+13.61	+1.17	+0.31
South Africa	-0.42	+4.75	-11.35	+4.81	+4.30
WORLD INDEX	-0.06	-1.77	-3.72	-0.71	-1.71

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FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co. and NatWest Securities Limited in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	FRIDAY JANUARY 22 1993										THURSDAY JANUARY 21 1993										DOLLAR INDEX		
	Figures in parentheses show number of lines of stock	US Dollar Index	Day's Change %	Pound Sterling Index	Yan Index	DM Index	Local Currency Index	Local Div Yield	Gross Div Yield	US Dollar Index	Pound Sterling Index	Yan Index	DM Index	Local Currency Index	1992/93 High	1989/93 Low	Year ago approx						
Australia (68)	119.68	+1.3	115.63	94.41	98.83	118.45	+0.2	4.10	118.11	115.39	92.33	99.17	118.15	158.88	108.19	142.43	146.15						
Austria (15)	134.72	+0.5	130.13	108.28	111.36	112.83	+0.1	2.17	134.09	130.96	105.95	112.58	112.78	188.70	181.16	165.93	165.93						
Belgium (42)	139.03	+0.9	134.32	109.67	114.82	113.48	+0.8	5.32	137.77	134.55	108.85	115.67	112.78	152.27	131.18	146.59	146.59						
Canada (113)	111.73	+0.3	107.87	88.16	92.37	103.78	+0.0	3.18	111.41	106.81	86.03	93.54	103.75	142.12	111.36	135.23	135.23						
Denmark (35)	207.68	+1.8	200.63	163.92	171.85	173.13	+0.8	1.58	203.96	199.20	181.18	171.25	172.06	216.94	181.70	265.42	265.42						
Finland (23)	68.08	-2.6	63.84	52.13	54.62	78.34	-2.8	1.85	67.81	68.22	53.58	56.93	78.55	88.80	52.84	82.84	82.84						
France (98)	148.87	+1.7	144.81	118.09	123.71	126.43	+0.4	3.55	147.10	143.87	118.23	123.50	125.87	168.75	136.93	150.87	150.87						
Germany (62)	109.21	+2.4	105.92	86.17	90.28	90.28	+0.3	2.52	109.63	104.14	84.26	89.53	93.59	129.89	101.59	138.93	138.93						
Hong Kong (50)	257.15	+0.0	229.13	187.08	195.05	235.48	+0.0	3.82	237.12	231.67	197.36	195.10	235.46	282.28	176.36	196.50	196.50						
Ireland (16)	140.14	+0.9	135.40	115.84	118.74	-0.2	4.47	138.88	135.64	109.74	116.81	118.88	173.71	122.98	169.80	169.80	169.80						
Italy (76)	60.36	-0.1	58.32	47.81	49.99	65.89	-1.2	3.15	60.42	59.01	47.74	50.73	68.88	80.86	47.47	78.60	78.60						
Japan (472)	100.97	-0.5	97.58	79.85	83.48	93.85	-0.8	1.05	101.47	99.10	80.17	85.21	88.17	104.98	87.27	127.03	127.03						
Malaysia (89)	280.45	+0.1	251.84	205.46	215.29	259.80	+0.0	2.55	280.15	264.08	205.55	214.42	289.80	322.42	212.40	248.40	248.40						
Mexico (18)	1675.48	+0.6	1618.80	1321.75	1385.01	1567.07	+0.6	1.05	1665.35	1625.50	1315.87	1398.28	1655.59	1788.77	1185.84	1518.20	1518.20						
Netherlands (25)	155.71	+1.2	150.44	122.83	128.72	127.07	-0.3	4.48	153.78	150.21	121.52	126.13	127.47	168.70	147.88	154.38	154.38						
New Zealand (13)	40.90	+1.0	39.57	32.31	33.88	42.20	+0.3	5.18	40.58	39.82	32.05	34.06	42.06	48.52	37.39	45.91	45.91						
Norway (22)	144.78	+1.3	138.99	114.22	119.69	133.93	-0.1	1.81	143.50	140.18	113.39	120.48	133.47	152.95	126.05	141.36	141.36						
Singapore (35)	212.78	+0.7	205.58	167.96	175.89	191.25	+0.1	2.04	211.21	208.28	166.89	177.33	181.13	223.83	178.55	228.20	228.20						
South Africa (60)	158.54	+0.9	151.25	123.49	129.40	184.24	+0.9	3.10	155.09	151.47	122.54	130.21	162.73	263.60	134.21	256.20	256.20						
Spain (47)	122.02	+0.4	124.10	101.78	108.85	110.54	-0.7	5.46	128.59	125.51	101.54	107.80	111.27	161.07	155.05	185.07	185.07						
Switzerland (26)	158.43	+1.1	154.04	125.36	128.95	153.95	-1.5	2.54	157.38	152.98	127.38	135.52	140.50	200.48	168.88	198.88	198.88						
United Kingdom (226)	114.63	+2.0	110.76	90.54	84.77	103.69	+0.6	2.06	112.97	107.77	88.81	84.38	103.16	122.37	95.98	108.15	108.15						
United Kingdom (226)	171.67	+1.4	165.87	135.42	141.90	165.87	+0.3	4.48	169.34	166.39	133.79	142.17	166.39	200.07	161.88	180.75	180.75						
USA (522)	178.48	+0.2	172.82	140.78	147.83	178.48	+0.2	2.87	178.13	176.97	140.75	145.57	178.13	180.06	180.92	168.41	168.41						
Australia (781)	136.65	+1.4	133.95	109.38	114.82	129.45	+0.2	3.77	136.75	133.56	108.05	114.83	126.27	158.85	131.31	147.18	147.18						
Nordic (114)	146.89	+0.4	143.66	117.10	122.81	140.07	-1.2	2.19	149.22	144.74	117.81	125.29	141.79	188.82	141.24	166.58	166.58						
Pacific Basin (715)	146.89	+0.4	143.66	117.10	122.81	140.07	-1.2	2.19	149.22	144.74	117.81	125.29	141.79	188.82	141.24	166.58	166.58						
Pacific Basin (715)	119.33	+0.5	115.29	94.13	98.63	101.41	+0.2	2.19	119.04	116.04	94.18	98.46	100.84	141.97	93.70	128.70	128.70						
North America (835)	174.33	+0.2	168.44	137.54	144.14	173.44	-0.2	2.89	174.00	169.84	137.50	144.02	173.01	211.51	113.80	139.35	139.35						
Europe Ex. UK (255)	118.66	+1.4	114.54	93.59	98.02	103.32	+0.1	3.28	118.26	114.20	92.40	96.19	102.31	129.38	111.33	126.96	126.96						
Pacific Ex. Japan (843)	157.14	+0.8	151.83	123.99	129.91	146.48	+0.1	3.63	156.82	152.83	123.90	131.23	146.34	175.31	138.06	151.76	151.76						
World Ex. US (1837)	135.86	+0.2	131.98	107.28	112.42	122.71	-0.1	2.53	131.80	117.11	94.75	100.88	103.72	145.62	115.98	133.04	133.04						
World Ex. US (1837)	135.86	+0.2	131.98	107.28	112.42	122.71	-0.1	2.53	131.80	117.11	94.75	100.88	103.72	145.62	115.98	133.04	133.04						
World Ex. So. Af. (2149)	139.06	+0.3	134.36	109.72	114.97	126.16	+0.0	2.68	139.59	135.36	109.52	117.18	126.16	163.89	133.88	163.88	163.88						
World Ex. Japan (1737)	160.45	+0.0	156.02	126.59	132.56	153.94	+0.2	3.21	159.46	155.14	126.01	133.81	163.65	165.40	151.93	180.40	180.40						
The World Index (2209)	139.08	+0.3	134.37	109.72	114.98	126.51	+0.0	2.68	139.60	135.36	109.52	117.18	126.16	163.89	133.88	163.88	163.88						